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FINANCIAL TIMES

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Friday November 13 1981

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NEWS SUMMARY

RAL

Ceseltine
calls on
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BUSINESS

Sterling
up 1.6c;
Gilts
improve

ment Secretary Michael
he said in the House of
ns against Lord Denning's
datives to his proposals
mitting local authority
ing and rate increases.
did not, however, make
ecial concessions. Back
Page 10

while, the GLC has
it appeal to the House
s against Lord Denning's
Court ruling that the
Fair Tax scheme was
A date for the hearing
to be fixed. Council's
Page 8

ish defeat

Prime Minister Anker
ns called a general
for December after
ment rejected his minor
government's economic
pne. Back Page 2

ish strike ends

longest regional strike
as the Government and
ity set a date for talks
week. Earlier Story, Page 2

ckman called

President Ronald Reagan
omed budget director
Stockman to the White
over his statements on
administration's economic
Page 4

orm plan move

x-member legal advisory
team will study the Irish
blic's constitution as part
Garret Fitzgerald's re
plan.

urity plea

IC reserve man lost both
when a bomb exploded in
car in Banbridge, County
Councils are demanding
security crackdown in the
areas.

over riots

rows broke out between
and politicians over the
riots at the Police
ation's Merseyside branch
l meeting.

de sub chase

ish navy helicopters and
guard vessels chased an
submarine sighted in
the south-west city of
horg.

for change

African business leaders
an end to discrimination
at a conference with
P. W. Botha. Page 5

envoy attack

man tried to kill the ac
S. ambassador to France.
Secretary of State Alex
Hag suggested Libya was
able.

umbria blast off

space shuttle Columbia
off to become the first
craft to make a return
to space. The flight is
uled to last five days.

ang times

botanists believe the
may have tillered on its axis
years ago, altering climates
atically. They returned
the Arctic island of Spits
with fossils of tropical
and animals.

effly...

Queen knighted Seoul
paper publisher Kim Sang
the first Korean to receive
honour. A bomb exploded at the
office of an Air France office
est Beirut. Armed raiders stole more
\$30,000 from The
rver's cash office in
ton.

IEF PRICE CHANGES YESTERDAY

ces in pence unless otherwise indicated

RISSES

July 12/pc 1980 5.588 + 1

July 12/pc 1.282521 + 1

1/2 London 130 + 6

1/2 Roads 100 + 6

1/2 & Companions 317 + 9

1/2 Asia 330 + 10

1/2 301 + 7

1/2 685 + 25

1/2 1.4 + 5

1/2 States 22 + 8

1/2 160 + 7

1/2 755 + 10

1/2 170 + 17

1/2 C. of Bristol 132 + 13

1/2 160 + 10

1/2 260 + 27

1/2 Securities 328 + 11

1/2 126 + 8

1/2 228 + 12

1/2 0 Daf 130 + 7

FALLS

1/2 Clifford (Ch) 37 + 5

Common Bros 233 + 27

Crifit 45 + 7

1/2 Linfoot 158 + 8

1/2 Scott (D) 14 + 3

1/2 Candela 214 + 6

1/2 G. Amer. Gold 454 + 11

1/2 Hartreeest 227 + 11

1/2 Trans. Cons. Land 125 + 1

Benn defies Foot's call for loyalty to shadow Cabinet

BY ELINOR GOODMAN, POLITICAL CORRESPONDENT

MR TONY BENN last night
continued his defiance of the
shadow Cabinet and the majority
of the Parliamentary Labour
Party.

He failed to give Mr Michael
Foot, the Labour leader, a firm
undertaking to toe the line on
shadow Cabinet responsibility.
Despite his refusal, however,
Mr Foot stopped short of advising
Labour MPs not to vote for
Mr Benn in the shadow Cabinet
elections.

Instead Mr Foot backed down
from his ultimatum to Mr Benn
and gave him more time to say
whether he was prepared to
obey the accepted rules of
shadow Cabinet behaviour.

At a packed meeting of the
Parliamentary Labour Party
last night Mr Benn delivered a
statement which most MPs took
as meaning that he had no in
tention of being bound by the
normal conventions of shadow
Cabinet behaviour.

But Mr Foot apparently
thought that it showed Mr Benn
was prepared to make con
cessions.

Mr Foot told MPs while Mr
Benn had no gone far enough,
he thought Mr Benn accepted
the idea of collective responsi
bility.

He had asked Mr Benn to
accept this procedure, but
Mr Benn came to the meeting
with his statement reiterating his
position on Labour's policy of renationalisation
which caused the row in
the shadow Cabinet on Wednes
day.

Mr Benn replied briefly,
stressing that he too wanted
Labour to win the next election,
but still refused to give Mr
Foot the precise assurance the
party leader wanted.

He seemed anxious to appear
conciliatory and went some way
to meeting Mr Foot's points.
But he refused to apologise for
the way he argued for re
sponsibility.

Mr Benn then delivered the
attack on Mr Benn which he
had given to the shadow
Cabinet on Wednesday night.
He called on Mr Benn to
repudiate the activities of some
of his supporters in London
and insisted that Mr Benn's
activities had contributed to
Labour's election decline.

Mr Foot, who had seen Mr
Benn earlier in the day, urged
him again to accept that collective
responsibility was essential to
the working of the shadow
Cabinet.

UK Government bond prices
rose by up to a point and the
FT industrial ordinary share
index closed 10 points higher
at 181.2, its highest level since
1978.2, its highest level since
1978.4.

Yesterday's prime rate cut
was a psychological boost for
U.S. markets because it broke
the prime rate out of the high
range where it has stuck for
over a year, and which took it
to a record 21.5 per cent last
December. The prime rate was
last below 17 per cent exactly a
year ago, though historically it
remained at a very high level.

The new air of optimism on
Wall Street set off a powerful
rise in the bond markets. Short
term interest rates continued to
fall yesterday. The New
York Stock Exchange regis
tered an early advance.

Only Mr Joe Gormley, out
going president, spoke in favour
of the offer. He has no vote on
the executive, however.

One explanation offered last
night was that the moderates
were trying to set a trap for
the Left and its candidate for
the presidency, Mr Arthur Scargill,
Yorkshire area president.

According to this theory, the
vote was a ploy to delay settle
ment and encourage the Left to
extremes of militancy which
would alarm Mr Scargill's sup
porters and the majority of rank
and file miners.

Such a ploy could backfire if
the Coal Board refused to make
the minor adjustments which
the moderates are hoping for

despite calls from other Labour
MPs, Mr Benn again failed to
give a precise commitment.
Instead, he asked for more time
and stressed his determination
to get Labour elected at the
next election.

He said he had acted in good
faith and had not breached any
agreement about what should be
said in the debate.

He ended ambiguously by say
ing everybody who stood for
the shadow Cabinet supported
its responsibilities which went
with membership of it. These applied "equally to all of us."

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Three U.S. banks cut prime to 16 1/2%

By David Lascelles in New York

CHASE Manhattan, Bank of
Continental Illinois and First
National Bank of Chicago, the
third, seventh and ninth
largest U.S. banks, yesterday
led a further round of cuts in
the prime rate. They reduced
their rate to their best corporate
borrowers from 17 to 16 1/2 per cent, bring the prime to its
lowest level this year.

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Tea break strike threatens growing BL Cars crisis

BY ARTHUR SMITH, MIDLANDS CORRESPONDENT

BL CARS looked set for another
strike last night as 2,200
workers at the Longbridge,
Birmingham, plant voted to con
tinue their strike in protest at
planned cuts in tea breaks.

The dispute has halted assem
bly of the Mini, Allegro and
Metro models. More than 3,000
workers have been laid off. It
is only a question of time before
most of the 14,000 Longbridge
workers are made idle and the
stoppage spreads to supplier
factories such as Swindon.

The anger and determination
of the strikers is indicated by
the fact they will not meet again
until next Thursday, according
to Mr Brian Mathers, Midlands
secretary of the Transport and
General Workers Union.

"The company has misjudged
the mood of the workforce. The
lads are clearly prepared to

EUROPEAN NEWS

Solidarity told to control members or face strike ban

BY CHRISTOPHER BOBINSKI IN WARSAW

A LEADING Polish Communist Party official has warned that strikes will be banned if Solidarity does not adopt a more vigorous policy against industrial stoppages.

The warning was delivered by Mr Stefan Olszowski, an influential Politburo member in a speech to party activists in Legnica.

Mr Olszowski also said that Solidarity would not be permitted access to the media, an essential union demand.

"The party cannot give way here as propaganda in the Socialist system is an element of power," he said. "We are ready to write a lot about Solidarity even in the party Press if the union's activities are constructive," he added.

In a sign that the freedom of manoeuvre of General Wojciech Jaruzelski, the party leader, is limited, Mr Olszowski said any form of "coalition" government was out of the question.

According to Mr Olszowski, any reforms in government would take place within the framework of the Communist Party and the two satellite

D-Mark falls below 80 Swiss centimes

By John Wicks in Zurich

THE DEUTSCHE MARK dropped to below 80 centimes on the Swiss foreign exchange market yesterday, breaking what had been considered a "magic frontier".

This is the first time in over three years that the Deutsche Mark has been so low against the Swiss franc. A recently as mid-August, the exchange rate had been as high as 87 centimes.

After the Swiss franc had reached an all-time high in September, 1978, the Swiss National Bank said it would in future aim to keep the Deutsche Mark at "noticeably above 80 centimes".

Although this policy was never officially revoked, Dr Fritz Leutwiler, the Swiss National Bank president, said at a Bernese Press conference last month that foreign exchange rates might change with circumstances.

Mr Walesa yesterday travelled to Zielona Gora to try to resolve the three-week strike. He stopped at Wroclaw, where a three-day strike by newspaper vendors is spreading.

The strike at the Sosnowiec colliery, where Gen. Czeslaw Piotrowski, Mining Minister, has promised to talk to strikers following a visit there by Mr Walesa on Wednesday, is continuing.

Bid for Belgian coalition

BRUSSELS—King Baudouin of Belgium yesterday asked Mr Herman Vanderpoorten, a member of the Flemish Liberal Party, to consult political leaders to try to find the basis for a new coalition Government.

The decision, announced by palace, followed three days of discussions between the King and party leaders after last Sunday's inconclusive general election.

Mr Vanderpoorten, 59, has held the posts of Interior Minister and Justice Minister and was Deputy Prime Minister for five months last year.

After their election success, the Liberals now have 51 seats in the 212-member Chamber, and have stated their readiness to participate in a new coalition.

Reuter

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Existing

OVERSEAS NEWS

Four main defendants in Sadat murderer trial

Anthony McDermott in Cairo
IR PEOPLE, including an officer, have been charged in an indictment issued yesterday with the deliberate and pre-meditated murder of President Anwar Sadat.

Mr Sadat was assassinated at a military parade in Cairo on October 6. The four were also accused of killing seven other people, and of the attempted murder of 29 people. Another man, described as "Moslem fanatics," were charged with complicity and conspiracy. The trial is scheduled to start November 21. All 24 face death penalty.

The four main defendants include Lt Khaled Ahmed Shahab Slambouli, charged with leading the attack on Sadat. The others are Abdellah Hamid, Abdellah Salam, Abdellah Al, owner of a bookshop, Atta Tali Hemidi, an engineer, and Sergeant Hussein Abbas Mohamad.

Among the 20 are Mr Abdourahman, believed to be a former member of military intelligence; Sheikh Omar del-Rahman, a blind preacher in Asyut in central Egypt, who, it is alleged, was to have been credibility to a plot to overthrow the Government by using supportive religious groups; and Mr Abdellah Salam, an engineer, identified as a civilian leader of an Islamic extremist group called "Jihad" (Holy War), which is said to have had direct connections with the four identified as being responsible for the assassination.

Arab countries mute support for Saudi plan

By Richard Johns in Riyadh
LEADERS of the conservative Arab oil producing nations vowed less than complete support for Crown Prince Fahd's eight-point peace plan at the Co-operation Council meeting which ended here on Wednesday night.

A communiqué issued at its end said merely: "The Council viewed the Arab and international reaction to the King's peace initiative and decided to ask Saudi Arabia to include it in the agenda of the Arab summit conference." The Saudis had wanted the council to agree to present the plan collectively to the Arab summit. Kuwait, Bahrain, the United Arab Emirates and Qatar are expected to back but, apparently at Kuwait's insistence, the Kingdom will not put the full plan of putting it forward.

The Council made only a cautious move towards military cooperation at the meeting. Defence Ministers are to meet in the near future "to define priorities for securing their independence and sovereignty" according to the communiqué.

Such a meeting would update discussions on defence. The summit had earlier reviewed a report drawn up by Chiefs of Staff. The obligation towards military co-operation has been increased by the council's reassertion of the principles of non-alignment and opposition to interference in the region by the super powers.

At the same time, considerable differences and contradictions remain. Oman, for instance, would like a "twin alliance" involving a joint command in charge of naval and units to protect the Gulf. The Kuwait is reluctant to contemplate any formal arrangement, largely, it seems, of fear of offending Iraq and Iran.

Pressure on China's population goals

By Alain Cass, Asia Editor

CHINA'S highly successful efforts to cut population growth are being threatened by its economic liberalisation policies. Officials say the recent dramatic rise in living standards is putting increasing pressure on the strict one child per family ruling, which has been the cornerstone of Chinese policy since the 1970s, and is critical to the success of its economic plans.

Many parents, previously deterred from having more than one child by financial and other penalties, are now disregarding these, since any monetary loss can be more than made up by the income earned by selling goods on China's surging new free markets.

Chinese publications and official radio broadcasts in recent weeks have pinpointed a growing number of cases in which the authorities have expressed concern about a possible population explosion. Under the new "responsibility" system aimed at boosting China's agricultural production and improving the quality of its products, peasants are encouraged to maximise their input and sell any surplus products on the free market.

Under the old work system still in force in most of China's minorities, peasants receive



Sheikh Yamani

Botha speech disappoints businessmen

SOUTH AFRICA'S top businessmen expressed disappointment yesterday that their long-awaited conference with Mr P. W. Botha, the Prime Minister, failed to produce much evidence that the Government is to hasten the speed of reform.

In the words of the leader of the business community, Mr Harry Oppenheimer of Anglo American, who left during the conference to give a Press conference—Mr Botha had been

"very detailed about what had happened and not detailed at all about what was going to happen."

Mr Oppenheimer had earlier explained in his own speech that the private sector felt disappointed with the Government's recent progress. "We must frankly admit that the high hopes of two years ago have been followed with a general sense of disillusion," he said.

Mr Botha's speech did not touch on the wider, more political issues, where his reformist credentials have been challenged, such as the Group Areas Act or influx control, and therefore gave absolutely no hint of any fundamental change to the apartheid system.

The most positive element was an announcement of new incentives for industrial decentralisation.

But the Regional Development Bank, which was a main plank of his speech two years ago and on which a great deal of work has been done, is not yet ready because it "has needed more time to take shape than was originally expected," he said. In a later Press conference, Mr Botha declined to explain the reasons for the delay.

The Prime Minister also indicated that his Government had accepted new principles to cope with the country's grave shortage of black urban housing. The private sector would have a larger role and the Government would concentrate on site-and-service schemes.

There was no sense of dialogue or debate in yesterday's session, largely because an audience of 600 was bound to be too large.

Bangladesh army pledge

THE BANGLADESH army will stay out of politics, but will seek special provisions and privileges to be written into the constitution and will try to get such guarantees from the new President after Sunday's election, Lt-Gen H. M. Ershad, the army chief, said yesterday.

Gen Ershad acknowledged that army officers had been responsible for the killing of the country's leaders, Sheikh Mujibur Rahman in 1975 and Ziaur Rahman this year, and he said: "I do not want a repetition of this. The place of the army must be safeguarded."

Saudis consider allowing new oil exploration

By Ray Dafter, Energy Editor, in DHAHRAN

SAUDI ARABIA is considering opening up new oil exploration areas to international companies. Sheikh Ahmed Zaki Yamani, the Saudi Oil Minister, is studying the possibility of inviting exploration companies to search in areas outside of the concession controlled by the Arabian American Oil Company (Aramco).

These areas in the Eastern Province contain virtually all of the Kingdom's proven oil reserves, estimated at more than 173bn barrels.

At its present rate of production—8.5m barrels a day—

Saudi Arabia has enough proven reserves to last about 56 years. Sheikh Yamani claims that the Government's official estimates of proven reserves are very conservative.

Significantly, Saudi reserves have continued to rise in spite of the very big increase in the Kingdom's production rate since the early 1970s. Aramco is continuing to find new fields in its concession area.

Sheikh Yamani said earlier

this week that while nothing

was planned immediately, it

was a possibility that new

existing technology to be licensed to companies outside the Aramco partnership. European and U.S. groups are thought to have already expressed interest in new concessions.

Another route open to the Saudi Government is the commissioning of Aramco members to carry out explorations for a fee. The Kingdom would then gain additional knowledge of its reserves without the need for new licensing concessions.

Rebel force 'advancing into Chad'

By Our Foreign Staff
REBEL FORCES loyal to M. Hissene Habré, the former Chad Defence Minister, were yesterday reported to be advancing on a 100-mile front into Chad from the Sudanese border.

Reports from Agence-France Presse in N'Djamena, the Chad capital, said the rebel forces had taken over the eastern border area from departing Libyan troops and had occupied the border post of Adre early yesterday.

Local garrisons loyal to M. Ahmed Oyli, the Foreign Minister, were resisting the attacks, the reports said.

Fighting is reported to have been continuing since last Tuesday as an estimated 10,000 Libyan troops have continued their withdrawal from Chad, where they intervened in December last year to end the civil war between M. Habré's forces and troops loyal to President Goukouni Oueddei.

In Washington, officials said the U.S. had received a request from Nigeria to help with transport and supplies in getting an African peace-keeping force to Chad, to replace the departing Libyans.

U.S. officials said Washington was inclined to help, but they would prefer the request to come officially from the Organisation of African Unity.

Chad apparently intends to provide 2,000 of a 5,000-strong peace-keeping force for Chad.

Zimbabwe Mines Minister warns on white racism

By Our Salisbury Correspondent

In the third attack in less than a week on Zimbabwe's multination mining houses—the Minister of Mines, Mr Maurice Nyagumbo yesterday warned that the Government would interfere with the private sector and expel white "racists" even if this had adverse effects on the economy.

"We are now going to interfere in the private sector to ensure that certain individuals who have not changed their attitudes leave the country, irrespective of whether they are skilled," the Minister said.

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Chiefs of Staff. The obligation towards military co-operation has been increased by the council's reassertion of the principles of non-alignment and opposition to interference in the region by the super powers.

At the same time, considerable differences and contradictions remain. Oman, for instance, would like a "twin alliance" involving a joint command in charge of naval and units to protect the Gulf. The Kuwait is reluctant to contemplate any formal arrangement, largely, it seems, of fear of offending Iraq and Iran.

The Council made only a cautious move towards military cooperation at the meeting. Defence Ministers are to meet in the near future "to define priorities for securing their independence and sovereignty" according to the communiqué.

Such a meeting would update discussions on defence. The summit had earlier reviewed a report drawn up by

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WORLD TRADE NEWS

Brij Khindaria, in Geneva, reports on effects of a U.S.-EEC compromise Row over tax incentives spreads

THE COMPROMISE reached between the U.S. and the Common Market on their long-standing dispute about tax incentives for exporters has been followed by a fresh argument between the two and other countries.

Although the row was restricted to the U.S. and the Community it has emerged that at least 40 other members of the General Agreement on Tariffs and Trade use various systems to ease taxes for exporters.

Such remissions could be held to contravene Gatt rules forbidding export subsidies that damage the interests of competitor countries. As a result several countries, particularly Australia, New Zealand, Brazil, Argentina and Chile, objected to the compromise at a meeting of Gatt's council in Geneva last week.

Further talks have been scheduled for November 17 and the possibility remains that the compromise will be rejected by the overall Gatt membership. At the heart of the arguments is the charge that tax incentives of any kind amount to export subsidisation and should be eliminated to meet Gatt requirements. But Gatt's Council—the body which lays down prece-

dent-setting interpretations of how Gatt rules must be applied—has got into a tangle in trying to decide which kinds of tax incentives are permissible.

The U.S.-EEC compromise is causing considerable confusion among other Gatt members who were not consulted in its preparation—even though it contains only three paragraphs. The main reason is the fear that its acceptance will allow the U.S. to continue tax incentives given to exporters through the system of Domestic International Sales Corporations (DisC).

Under the system, any U.S. company can create a DisC on U.S. territory and apply for deferral of taxes on exported goods. The taxes must be paid after several years, but the interest rates charged are well below commercial levels. The interest rate differential and the location of the export affiliates on U.S. territory allowed the Community to attack the U.S. under Gatt for unfair export subsidisation.

The U.S. has so far refused to dismantle the system although a Gatt arbitration panel has ruled in 1976 that it damages the interests of exporters competing with the 7,000 such corporations in the U.S.

The compromise constitutes a minor victory for the Community because it says that "transactions involving exported goods located outside the territorial limits of the exporting country need not be subject to taxation by the exporting country."

It also says that nothing in Gatt can be seen as prohibiting "the adoption of measures to

avoid double taxation of foreign source income."

Other countries are worried because while burying the hatchet between the Community and the U.S. the compromise does nothing to bring closer the demise of the DisC system.

For the Community, the sting in acceptance of the compromise which, in effect, ties its hands and prevents it from attacking DisC again without seriously annoying the U.S.

The compromise's last paragraph clearly says that it does not alter existing interpretations of Gatt's articles concerning exporting subsidisation.

The U.S. interpreted those articles to attack the French, Belgian and Dutch systems of tax remission for exporters, and could bring similar charges against the other countries using similar systems.

But Community officials feel that approval of the compromise and the four panel reports by Gatt will push the U.S. into a corner, forcing it to reform the DisC system.

The U.S. is studying various schemes to change DisC and might opt for a system similar to that used by the EEC where companies would be asked to create export affiliates outside

the adoption of measures to

Angolan deal worth £19m for Denmark

By Hilary Barnes in Copenhagen

F. L. SMIDTH, the Danish cement technology company, and Hoechst and Schulz, the civil engineering company, have signed a Dkr 250m (£19m) contract to modernise a cement mill in Angola and to improve port facilities for the export of cement.

The Cimangola cement mill, north of Luanda, was originally owned by the two Danish companies and is now owned by the state.

The modernisation and port improvement programme are designed to enable Angola to increase its exports of cement to neighbouring countries.

Local expenses are to be financed by Angola, while expenses incurred in Denmark will be financed through Danish aid funds.

• CIAT-Alcatel, the telecommunications unit of the Cie Generale d'Electricite (CGE) group of France, has signed a protocol agreement with the Ugandan authorities for the supply and installation of an E-10 electronic telephone exchange. AP-DJ reports from Paris. The contract will involve 30,000 new telephone lines in Kampala. Industry officials put the value of the contract at FF 100m (£9.5m).

Krupp wins £5.6m Czech order

By Leslie Colitt in Berlin

A CONTRACT awarded to a Krupp plant manufacturing subsidiary shows the extent to which East European countries rely on Western sub-contractors to carry out projects in third countries.

Skodaexport of Czechoslovakia has ordered a DM 23m (£5.6m) coaling plant with 250 tonne facilities from Krupp Industrie und Stahlbau, which is to be built for a Turkish electric power company.

The Czechoslovak engineering concern, in a consortium

with the Gama of Ankara, won a contract for an expansion of a power station belonging to the Turkiye Elektrik Kurumu (TEK) at Soma, 120 km from Izmir.

Construction of the cooling plant is to begin early in 1983 and it is to be operational by April 1984.

The cooling plant will process lignite and it would appear logical that such equipment would be provided by Czechoslovakia or East Germany, which are both major producers of lignite for electric power generation.

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It now appears that even the rouble cost will not be fully met by the Soviet Union.

The Soviet Union has informally communicated to India's Minister of Power that it has earmarked only Rs 240m for the project.

All this has put the project in jeopardy. India's Planning Commission had agreed to include the project in its plans on the assumption that the Soviet Union would fully underwrite its cost, but it seems during the negotiations some misunderstanding has cropped up in the negotiations.

The Government now is thinking of drafting the public sector Bharat Heavy Electricals company to supply some of the equipment

to the project.

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Doubt grows over Indian project

By D. P. Kumar in NEW DELHI

THE SOVIET UNION appears to be backing out of its commitment to finance India's proposed 2000 Mw Wadham super thermal power project.

The project was originally undertaken on the understanding that the cost of the project (including the rouble cost), estimated at around Rs 5bn (£290m), would be met by the Soviet Union. However, when discussions began, the Soviet Union would agree only to defraying the rouble cost.

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UK NEWS

Leyland Vehicles to cut jobs but retain Bathgate truck plant

BY KENNETH GOODING IN GLASGOW

LEYLAND VEHICLES, BL's car and bus subsidiary, is to in its plant at Bathgate in Scotland, although there is to be a major rationalisation programme.

It was announced yesterday by Mr David Andrews, executive deputy chairman of who has responsibility for commercial vehicle business.

Mr Andrews indicated at the time "Motor Show" that 1,000 jobs would be given to employees before the end of the month. He added, "We do hope to maintain what I consider to be a strong manufacturing presence in Scotland."

It had been widely expected the commercial vehicle industry that Leyland would shut down and concentrate all production at its plant in Leyland, Lancashire.

Mr Andrews gave no further indication of the job cuts that he expected at the plants about rumours that the cultural tractor business and Guy truck plant at Wolverhampton might be shut.

Leyland intends to remain a competitive truck manufacturer. This means that some painful and difficult decisions have had to be made," he said.

Leyland employs about 3,500 at Bathgate, having cut 1,200

Conversion scheme for disused steelworks

By Nick Garnett, Northern Correspondent

A PROJECT to convert part of the Normandy Park Steelworks in Semmerton, which was closed in February, into workshops for small businesses was announced yesterday by BSC (Industry)—the job creation arm of the British Steel Corporation.

The project, which is expected to create about 130 jobs, involves the conversion of a number of buildings on a four-acre site into 28 separate workshops.

More than 30,000 sq ft of building space is being converted and the workshops will range in size from 206 sq ft upwards.

BSC (Industry), which is hoping to announce soon two more projects in Semmerton, has been assisting with or initiating the setting up of workshops in seven other steel closure areas.

Mr David Mann, BSC (Industry) Regional Manager for Yorkshire and Humber, said yesterday that the workshops should be in use within a year to 18 months.

A number of inquiries from small businesses about the project have already been received.

BRITAIN'S major petrol companies once more went into the breach this week in their battle to force up pump prices and improve profitability.

Shell, Esso, BP Oil, Texaco and Mobil have all raised wholesale petrol prices by 2p-3.5p a gallon in response to the Organisation of Petroleum Exporting Countries' new agreement on the re-alignment of crude prices.

But they are adopting different tactics when it comes to giving price support to their dealers. This suggests that competition in many areas could stay fierce.

It could also leave aggressive little BP Oil in a dangerously exposed position at garages all over the country.

The word little is relative when applied to BP Oil which ranks third in the UK petrol company league. But the company accounts for only 15 per cent of British sales while Shell and Esso, the two biggest, both have 20 per cent shares of the market.

Some dealers will have been receiving much more than 3p—a few will have been getting as much as 8p a gallon.

The ending of support plus the 2p a gallon wholesale increase was expected to add about 4p a gallon to the pump price of BP's four-star. But, as the company was clearly aware, the increase was going to be greater in areas where dealers had been receiving the biggest subsidies.

On Tuesday Esso announced a 2.82p a gallon increase in its wholesale price—nearly 1p more than BP—and said it was not only raising the

Petrol companies rejoin battle of the pumps

Sue Cameron examines why BP Oil has once more taken the lead in trying to end price support to dealers

since the OPEC re-alignment. It may now be in a better position as far as crude costs are concerned than BP or Esso—especially as the latter has now lost much of the advantage it once enjoyed from its access to comparatively cheap Saudi Arabian crude.

BP certainly believes that its crude costs have been—and are higher than those of some of its main competitors. It also appears to feel that it has been harder hit by the oil glut and the petrol price war than some others.

Earlier this year it was forced to announce the closure of its 10.5m tonnes-a-year Isle of Grain refinery because of a fall in demand.

Its results for the three months to September will not be announced until next month but are expected to show continuing losses.

This is partly why BP has been breaking with tradition and taking the initiative in putting up petrol prices and ending support for dealers. Another reason could be the appointment 18 months ago of Mr David Symon as marketing director. He is a dynamic man who obviously does not enjoy playing follow-my-leader.

The question remains as to whether BP will be successful in ending price support and forcing up pump prices to the point where it can return to adequate profit levels. Yesterday it was confident that the new, higher pump prices would hold up in the market place and

that Shell and Esso would soon end support.

BP said it thought that all the petrol companies realised that sound profits were more important than market share. If it was forced to bring back price support it would stop the subsidies again as soon as it thought the market would bear such a move.

For the moment, Shell remains a fly in the BP ointment. It is worth noting that when the majors last ended price support in June, Shell's share of the market fell by about three percentage points—another reason why it is being more cautious about ending the practice.

Unless Shell changes its approach, motorists in some parts of the country may enjoy the spoils of the price war for a little longer.

Scheme worth £25m planned near Wickford

A £25m industrial and residential development scheme is planned at Shotteshall, near Wickford, Essex, by Basildon Council and the Carroll Group of Companies of Brentwood.

The 80-acre extension to an existing industrial estate will provide about 1m sq ft of industrial and warehouse development and could provide 4,000 jobs throughout the 1980s.

Civil engineering still in recession

BY WILLIAM COCHRANE

UK engineering in the UK still in deep and prolonged recession, according to the Federation of Civil Engineers' Contractors in its October 41 workload survey.

Although the rate of decline has slackened the results show that the workload of the industry is still falling, with consequent effects on employment and plant," it said yesterday.

Mr. Jack Bowen, deputy general of the FCEC, said in introducing the survey: "I have in mind, over a decade of decay." Capital spending on construction as a proportion of public expenditure had fallen from about 14 per cent in 1973-74 to less than 9 per cent last March.

Food Corporation 'must pay salvaged wheat costs'

BY RAYMOND HUGHES, LAW COURTS CORRESPONDENT

The Food Corporation of India is liable to pay storage charges for wheat off-loaded by it when the vessel carrying it to India was stranded on the reef in the China Sea, the court of lords ruled yesterday.

Law Lords restored a mercantile Court judgment, issued by the Court of Appeal, that the salvor, China Pacific, was entitled to be remunerated by the Food Corporation for the \$110,982 charges levied in storing the wheat.

Lord Diplock rejected that argument. He said that salvage services under the Lloyd's open agreement did not usually involve the salvor taking possession of the cargo from the shipowner. But when it did, a direct legal relationship was created between the cargo owner and the salvor.

If the Food Corporation had demanded the wheat when it arrived in Manila, China Pacific could not have resisted; whereas it would have been at risk if it had complied with any similar demand from the shipowner.

The Food Corporation's failure to make such a demand, or to reply to China Pacific's request that the corporation take delivery, entitled the salvor to be reimbursed, said Lord Diplock.

Malware wins appeal in chartering conflict

BY RAYMOND HUGHES, LAW COURTS CORRESPONDENT

Malware from a shipowner to a charterer, asking why an alibi of hire had not been given, did not amount to a notice of withdrawal of the chartered vessel as required by an "anti-technical" clause in the charterparty, the Commercial Court ruled yesterday.

The clause, which required an alibi to give 48 hours notice of withdrawal, was intended to protect the charterer against a vessel being suddenly withdrawn without warning, by giving time for any delay in payment of hire to be rectified.

Mr Justice Parker said that, in the face of Malware's declared intention not to make further hire payments, Ocean Tanker had been entitled to take the view that a notice of withdrawal would have served no useful purpose.

That was clearly wrong, said the judge.

During a charterparty voyage Malware claimed to make deductions from the hire due for the estimated costs of bunkers and disbursements. Ocean

Tanker then withdrew the vessel.

Law Report, Page 15

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Against intense international competition.

The UK Civil Aviation Authority chooses IAL Stratus.

The contract certainly wasn't awarded out of a deep sense of patriotism. There was no room for sentiment in the CAA's judgement.

The Authority chose this IAL micro-processor based voice communications switching system because this new technology will contribute to even higher standards of safety and efficiency in London's Air Traffic Control operations.

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Saudi Arabian National Guard medical services contract

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1950:	Caribbean-wide turnkey telecommunications project.
1954:	Nationwide ATC and aeronautical telecommunications system supplied to Sudan.
1958:	Oil industry communications system for Venezuela. First international services contract in the Sudan.
1958:	First non-government ATC Traffic Control School established in London. First public telephone company formed in the Gulf.
1962:	Consultancy contract for siting of new Jeddah Airport. Second Gulf telephone company inaugurated in UAE.
1963:	First IAL North Sea oil operation. Supplying communications and maintenance services for Total Oil.
1969:	IAL wins contract for UK SKYNET satellite communications system.
1971:	New Dubai International Airport opens. IAL provides complete airport management and technical services.
1974:	First computer based communications system for a public transit company, installed in Michigan, U.S.A.
1975:	First comprehensive airport security system in Britain, at London Heathrow.
1978:	Acquisition of CPM, Britain's largest independent computer maintenance company. IAL Stratus microprocessor based communications system launched.
1979:	New Scotland Yard order IAL Stratus. British Rail buy IAL Modulus data network management system. Houston office opens. Link formed with Cap Gemini Soges, International software group.
1980:	21m data communications network order from Halifax Building Society. Major Malaysian aviation services project.

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UK NEWS - LABOUR

Stewards at Esso defer action over drivers' pay

Philip Bassett, Labour Staff
OP STEWARDS representing 10,000 Esso tanker drivers and distribution workers last night owed the example at Shell deferring strike action set next week over an 8.1 per cent pay offer.

Like the Shell decision, it was made before depots considered the offer, the recommendation followed meetings of terminals, which stewards said voted 2-1 to accept the company's offer. Esso stewards' concern for the lack of support for industrial action is reflected in fact that they went further than those at Shell in drawing from next week's threatened national strike. The Shell stewards deferred action for two days, although consultation procedures may mean a delay of up to two weeks. But Esso stewards have postponed action "until all issues have been exhausted" — it votes by drivers at all the companies are known.

Jack Ashwell, Transport General Workers' Union transport national secretary, said that the voting at so's 48 terminals had been either to accept or reject the offer.

The decision is significant cause: Esso drivers were expected to take a tougher line, like in other companies. Esso drivers receive no productivity payments beyond their basic rates. BP, by comparison, pays 4% productivity, Mobil 5%.

The basic rate at Esso is £105.

which after stoppages can

drop down to as low as £77 a week.

A further indication of the more moderate stance at Esso is that stewards authorised their union representatives to enter into negotiations with the company or to meet it under the auspices of the Advisory Conciliation and Arbitration Service. The stewards will hold a further meeting next Thursday.

Texaco stewards are expected to take a similar decision to Esso stewards today. Following the Texaco meeting, BP stewards meet to collate the controversial second vote of their company's drivers, ordered by TGWU because of procedural irregularities in the first

Seamen ready to settle for 8%

BY JOHN LLOYD, LABOUR CORRESPONDENT

THE EXECUTIVE council of the National Union of Seamen has recommended a pay and conditions package worth around 8 per cent for acceptance by the country's 25,000 seamen.

The executive's recommendation makes it likely that a ballot of the members, to be arranged over the next week, will show a majority for the offer.

It would add some 6 per cent to seamen's basic rates, bring-

ing them up from £70 to £74. However, average rates would be almost double that, assuming that overtime runs at its present high level of 38 hours a week. Average earnings presently are running at £136.47 weekly, and this is expected to rise if the offer is accepted, in January, once the new overtime rates paid at time and a half take effect.

A feature of the settlement offered is the increase in leave

allowance of 12 days a year, bringing it to 84 days a year. The NUS laid great stress on the increased leave allowance, arguing that it was necessary to combat the high levels of unemployment in the industry. Seamen out of work now number about 3,500 — the highest figure for 40 years.

Pay for seamen on leave will also go up from £91 to £96.60 a week.

The union is to continue

talks with the short-haul lines and ferry operators, who are claiming to have special problems. The short-haul employers told the union earlier that because of the depressed state of trade, they might not be able to pay the increase. However, the talks are to go on without pre-conditions.

The seamen's claim was for a "major increase" on basic earnings and for 18 extra days' leave allowance.

Strike at Rolls-Royce plant to continue

By Our Labour Correspondent

WORKERS AT the Rolls-Royce aero-engine components plant at Hillington, in Glasgow, have again voted to continue their strike, now in its fourth week — but by only a slender majority.

The strike, by 1,500 craft workers in protest at new working times, has caused the layoff of 2,500 manual workers and stopped production at the plant.

Mr Don McLean, Rolls-Royce's Scottish director, said yesterday that the future of the plant was in jeopardy. Further job losses, in addition to 500 mainly voluntary redundancies achieved earlier this year, were likely, he added.

Orders to Rolls' engine plants had gone down, and the company could not afford to carry more workers than it required. Cuts were made in all departments, and "everybody's job is at risk."

The strike at Hillington was exacerbating the effects of the drum in orders.

Mr Callum Mackay, the district official of the Amalgamated Union of Engineering Workers, said last night that shop stewards had recommended a return to work because of the closeness of the vote.

However, the workers were angered by the suggestion of a return to work after the vote had gone against it.

The strike has been made official by the district committee, but has not yet been considered by the AUEW's national executive.

Steel men reject more job cuts

By Robin Reeves,

TRADE UNION representatives at the British Steel Corporation's Llanwern steelworks, South Wales, have unanimously rejected the corporation's latest proposals for further redundancies.

BSIC wants to cut a further 250 jobs at the plant — most of them by next March and the remainder by 1984 — in a bid to reduce operating costs still further. More than 4,500 jobs have already disappeared at the plant in the past 18 months as a result of BSIC's earlier "slimline" cutbacks.

In rejecting BSIC's latest redundancy plan, Mr Peter McKim, president of the main steel union, the ISTC and chairman of Llanwern's trade union committee, said that they had decided that enough was enough.

Courtaulds acts on fumes risk

COURTAULDS has replied to allegations by the Association of Scientific, Technical and Managerial Staffs that workers at its Greenfields plant in North Wales had been exposed to carbon disulphide fumes, making them vulnerable to heart disease.

Courtaulds said that it "takes very seriously indeed its responsibilities in the matter of health and safety" — contrary to the impression given by the ASTMS report.

It has improved ventilation and other safety measures, and were continuing to do so.

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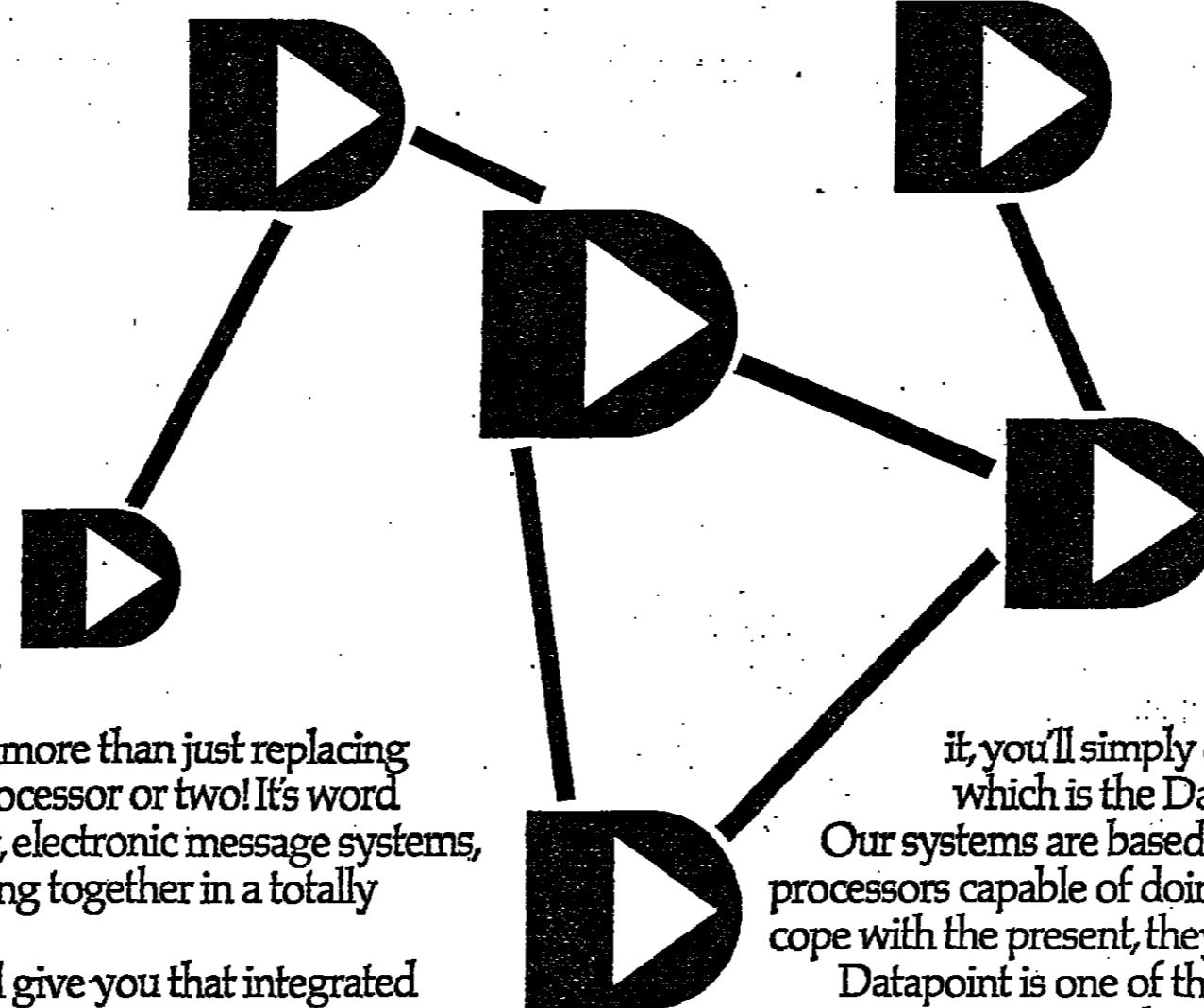
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Willey heads queue for Bills

By Elinor Goodman,
Political Correspondent

MR FRED WILLEY, the retiring chairman of the Parliamentary Labour Party, yesterday came top of the annual ballot for Private Members' Bills. He was followed by Mr Norman Atkinson, a Labour left-winger, and Mr Michael Hamilton, Tory MP for Shrewsbury.

Mr Willey has not made up his mind about what Bill to introduce, but Mr Atkinson seems set to use his place in the ballot to introduce a controversial measure—either setting up an independent complaints procedure for the police, or "democratising" the Press.

The ballot is open to all backbenchers. A place towards the top of the list does not guarantee the passage of a controversial Bill, but coming high on the list does help the sponsors of less contentious Bills. A controversial Bill towards the top of the list, however, can block less controversial measures lower down.

Each year, all the 20 MPs who win places on the ballot are lobbied by pressure groups anxious to see Bills introduced. This year, the anti-smoking lobby, in particular, keen to have a Bill introduced banning cigarette advertising to replace the present voluntary agreement between the Government and the cigarette industry. The anti-abortion lobby again will be looking for an MP to tighten up the law.

Yesterday several of the MPs who had won places on the ballot had already received a letter from Mrs Mary Whitehouse asking them to introduce a Bill tightening up on the slaming of sex-shops. Other MPs were being lobbied to introduce legislation on the standards of "inlet" hygiene.

Some of those who had won places "lived down the ballot" yesterday were already fairly clear about what they intended doing. Mr Michael English (Lab, Nottingham West) said he planned to introduce a Bill dealing with sex equality.

Nine to fight in Crosby poll

NINE would-be MPs are to fight the crucial Crosby by-election on November 26.

Nominations closed yesterday with the SDP's Mrs Shirley Williams and the Tory and Labour candidates lined up against a hotch-potch of fringe challengers.

ENVIRONMENT SECRETARY PREPARED TO LOOK AT ALTERNATIVES TO LOCAL REFERENDUMS

Heseltine woos rates Bill critics

BY JOHN HUNT

MR MICHAEL HESELTINE, the Environment Secretary, last night offered a concession to his Conservative backbench critics and agreed to look at alternatives to his controversial proposal for introducing compulsory local referendums to control the level of rate increases.

"All I seek to do is to ensure that if there is a better solution to the problem which the Government faces then we should seek it with urgency," he told the Commons.

There were scornful jeers from the Opposition as he went on: "My purpose is not to argue the merits one way or the other about a given solution. I have an open mind about the method."

If these proposals become law it will be closing time for local democracy

—GERALD KAUFMAN

Mr Heseltine also promised to consider amending the Local Government Finance Bill so that the powers to make local authorities hold a referendum would be of only three years' duration.

The referendum proposals are contained in the Bill which has yet to have a Second Reading. Under a continual barrage of hostile questioning from the Tory backbenches, the Environment Secretary outlined possible schemes that some might prefer

as an option to the use of referendums.

These included removing the power of local authorities to levy a supplementary rate and—instead—proving that excess expenditure should be financed by borrowing. This borrowing would have to be repaid at the beginning of the next financial year.

There could also be a stipulation that a supplementary rate should be subject to approval by Parliament.

Mr Heseltine warned his critics: "There is no easy course for this party. We have a difficult choice to make but the fact that it is difficult does not make the need for it less urgent."

The House was debating a Labour motion upholding the autonomy of local government and opposing any attempt to undermine it by enforced referendums on the rates.

The motion pointed out that this scheme had been rejected by all local authority associations as unjustified, constitutionally unacceptable and technically unsound.

Mr Gerald Kaufman, Labour's environment spokesman, said that his party did not want the powers which were contained in the Bill. If it did reach the statute book then, a future Labour government would repeal it.

"If these proposals do become law then it will be closing time for local democracy," he said.

Mr Heseltine emphasised that his Bill was only a "sort of



Michael Heseltine: There is no easy course for this party

solution until the Green Paper could be produced 'on an alternative to the present rating system and the entire question of rates reform could be thrashed out.'

At this Mr Douglas Hogg (Con, Grantham) intervened to suggest that in that case the Government should have no objection to putting a time limit of three years on the powers in the legislation.

Other Conservative MPs shied from the limit should be one year.

Mr Heseltine replied: "It would be a very sensible amendment to ask the Government to listen to their case and decide where freedom and oppression begins." He said.

"The fact is that a £1bn over-

spending is not a marginal excess of legitimate freedom. It is the extravagant consequence of political licence. It is too large, it is too persistent, it is too flagrant."

In opposition you can opt out of the lonely decision, but £1bn worth of overspending cannot be ignored. This Government cannot turn its back on that degree of overspending," he said.

£1bn overspending is too large, too persistent and to flagrant

—MICHAEL HESELTINE

THE PRIME MINISTER denied yesterday that there was any contradiction between her statement and that of the Attorney General on the number of people offered "inducements" to speak of Soviet infiltration into the security services.

He agreed that the local authority associations were opposed to the legislation. But the Government also had to consider the interests of rate-payers, industrialists and workers who could lose their jobs under the weight of public sector charges like rates.

"All these people are entitled to ask the Government to listen to their case and decide where freedom and oppression begins," he said.

He asked: "Could you tell the House what the facts are in these matters, and how many is the number the Attorney General was referring to in a few individuals being offered inducements to confess?"

"You said there was one individual to whom inducements had been offered, and the Attorney General said there were a few."

In a Commons written reply to Mr Harvey Proctor (C. Basildon), Mrs Thatcher added that before Anthony Blunt's confession in 1964, separate records had not been kept of cases in which inducements had been given.

She went on: "To discover whether there were similar cases of 'inducements' before the beginning of 1964 would therefore involve detailed searches through individual case files, of a kind which would be unduly time-consuming and expensive."

• Critics of the Government's gassing policy were rebuked during Question Time by Mr Peter Walker, Agriculture Minister. "It is absurd to say that any Minister should want to gas badgers for love of gassing badgers," he said.

His department would continue to deal with the difficult task of controlling bovine tuberculosis in badgers—including the gassing of their sets where necessary.

Day-to-day responsibility for the Civil Service would continue to be discharged by Baroness Young, the Chancellor of the Duchy of Lancaster and Leader of the House of Lords.

Mrs Thatcher insisted there would be no total merger of the Treasury and the Civil Service Department.

"The efficiency of the Civil Service in carrying out its functions, and the selection and development of civil servants, are as important to the Government as the control of public expenditure," she said.

In her statement Mrs Thatcher justified this division of responsibility on the grounds that any Prime Minister who will remain the formal head of the Civil Service, was bound to take a close personal interest in its efficiency in carrying out its functions and in the selection and development of its leading members.

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Duties 'same'

Mr Barney Hayhoe, Minister of State for the Civil Service, would become Minister of State at the Treasury and would continue to answer to the Commons for the whole range of Civil Service matters.

The duties of the other Ministers of State in the Treasury would remain unchanged but Mr Jock Bruce-Gardyne would assume the role of Economic Secretary to the Treasury.

The Prime Minister said Sir Robert Armstrong would be Permanent Secretary of the new Management and Personnel Office and would continue as the Secretary of the Cabinet to head the Cabinet Office.

He would be assisted on the

Premier promises more efficient Civil Service

BY IVOR OWEN

THE PRIME MINISTER disclosed yesterday that the changes to be made in ministerial responsibility for the Civil Service, following the decision to abolish the Civil Service Department, will save taxpayers' money and improve efficiency.

She explained that the main financial saving would come from restoring to the Treasury control of Civil Service manpower numbers and associated administrative costs.

"That should lead to very much greater efficiency than we have seen in the last few years," Mrs Thatcher stated.

Doubts about the new arrangements were expressed in the House of Lords by Lord Soames who, until his removal from office in the recent Cabinet reshuffle, held ministerial responsibility for the day-to-day operations of the Civil Service.

Lord Soames said he had long felt that divided responsibility for financial control on the one hand and manpower control on the other was a bad thing for the Civil Service Department and for the national interest.

Responsibility

But while supporting the "brave thrust" of the changes announced by the Prime Minister, he had some fears that one form of divided responsibility was being substituted for another.

He emphasised that while responsibility for pay and numbers would revert to the Treasury, responsibility for the organisation, management and overall efficiency of the home civil service and for policy on recruitment, training and other personnel management would remain with the minister for the Civil Service.

Mr John Garret (Lat

Norwich South) argued that the changes made no sense at all.

They were not the result of a rational analysis, he said, but of one of the Prime Minister's "terrible tantrums" over the success of the Civil Service strike.

In the Lords, Labour's former Civil Service Minister, Lord Houghton of Sowerby, said: "This demolition job is one which will create deep divisions in the Civil Service and will stir up embers of discontent which are now lying about as a result of the recent pay dispute."

Editorial Comment, Page 18

business of the new office by a second Permanent Secretary, Mr John Cassels. Mrs Thatcher disclosed that Sir Ian Bancroft, head of the Home Civil Service, and Permanent Secretary to the Civil Service Department, and Sir John Herbert, the second Permanent Secretary, both of whom were due to retire by the end of next year, had accepted the changes and agreed to leave the public service some months early.

On Sir Ian Bancroft's retirement, Sir Robert Armstrong and Sir Douglas Wass, Permanent Secretary to the Treasury, would become joint heads of the home Civil Service.

Voice face

Mr Michael Foot, the Opposition Leader, saw the decision to end the Civil Service Department as a voice face, compared with the statement which the Prime Minister made earlier in the year on the organisation of the Civil Service.

He asked if the Government's change of mind was brought about by the recent Civil Service dispute, and contended that the Treasury's record over the past few years had not been one of "brilliant success" just for extra power and authority being conferred upon it.

Mrs Thatcher replied that only part of the Civil Service Department would be transferred to the Treasury.

She added that experience had shown that one of the disadvantages flowing from the decision, taken 13 years ago, in setting up a separate Civil Service Department, was that a divorced central responsibility for the control of manpower from responsibility for the control of government expenditure.

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Editorial Comment, Page 18

Next week in Parliament

COMMONS

Monday: Civil Aviation (Amendment Bill) Second Reading. Nuclear Industry (Finance Bill) Second Reading. Debate on the Young Workers Scheme.

Tuesday: Shipbuilding Bill. Second Reading. British Shipbuilders Borrowing Powers. (Increase of Limit Order) Debate on protection of battery hens.

Wednesday: Debate on government policy on higher education. Redundancy. Pay Advances out of the Nations Loans Fund Order.

Thursday: Debate on the Scornal economy and industry.

Friday: Debate on the report of the Royal Commission on Criminal Procedure.

LORDS

Tuesday: Hop Marketing Bill. Second Reading. Debate on hazardous waste disposal. Short debate on functions and accountability of internal drainage boards.

Wednesday: Debate on local government and accountability of poultry meat hygiene.

Thursday: Beverage Containers Bill. Second Reading. Debate on processing of wastes and cleaning.

Former health ministers defended

THE GOVERNMENT was pressed in the Lords yesterday to give a "full explanation" of a newspaper report which claimed that two former Tory health ministers had been involved in efforts to divert prospective health service patients to a private hospital.

Junior health minister Lord Elton said nothing untoward had occurred and the ministers had been following Health Department policy.

Labour peer Lord Molley said: "When things like this happen in newspapers there should be a full explanation."

But Lord Elton said the ministers' efforts had been "directed at assisting a number of health authorities in the long-established policy of using facilities outside the NHS."

The Order would be framed "sufficiently widely to cover those hospitals where the potential risk is greatest without making it so wide that a major new administrative burden would be imposed on local authorities."

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Labour peer Lord Molley said: "When things like this happen in newspapers there should be a full explanation."

But Lord Elton said the ministers' efforts had been "directed at assisting a number of health authorities in the long-established policy of using facilities outside the NHS."

The Order would be framed "sufficiently widely to cover those hospitals where the potential risk is greatest without making it so wide that a major new administrative burden would be imposed on local authorities."

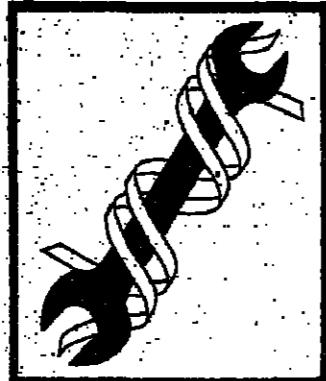
TECHNOLOGY

EDITED BY ALAN CANE

Printed
board
unit

Biotechnology Report Part 6

How to pick the genetic company winner



THE BRISTOL division of British Aerospace Dynamics Group has opened a 16,000-square-foot printed circuit board production unit at a cost of £2.25m.

The plant is designed to produce large numbers of boards in small batch quantities at high quality levels. Output will include single-sided, double-sided and multilayer boards for the military and civil applications.

Potential output is more than 5,000 double Euroboards a year (or the equivalent), of which a third will probably be multilayer. Sizes up to 20 x 15 inches can be accommodated. The present limit is the present limit though there are plans to increase this to 12.

Much of the output will be for the group's own aerospace products, but units will also be supplied to other organisations when capacity is available. More on 0272 693881.

Hawk for
components

HYDRAULIC hawk for small thin-walled components, and automatic gauge sizing systems, are just two of the many competitively priced options available with a new machine from MSM Machinery Centre, Norwich, subsidiary of Mills Marketing Organisation.

The new internal grinding machine is known as the IGM 2 and has a fully automatic cycle which includes a rapid feed approach, coarse and fine grinding feeds, spark out and auto-sizing and wheel wear compensation.

Elevator

ING SYSTEMS of St Neots, Huntingdon (0480 316666), has designed a vertical elevator for individual or cartoned products between existing conveyors installed at different levels. Up to 50 kg can be handled but much heavier loads are possible if a modified cantilever platform. Automatic loading and discharge facilities are also available.

BIOTECHNOLOGY INVESTMENTS, registered in Guernsey, has so far collected \$46m from investors eager to plunge into biotechnology. Its big problem is how to invest it; how to pick winners from the plethora of publicity-seeking ventures chasing the latest developments in genetic engineering. "We're going very slowly. So many have overpriced themselves."

As founder and chairman of Biotechnology Investments, the only such fund investing exclusively in biotechnology, Lord Rothschild brings a range of experience to the new venture capital company.

Aromatics

As research co-ordinator of Royal Dutch/Shell in the 1960s he started the group's biotechnology activities, recruiting as his research manager a scientist knowledgeable about the growth of crystals with insecticidal properties inside bacteria.

The objective is long-term capital appreciation by invest-

ing in quoted and unquoted shares worldwide, of companies involved in biotechnology. This include suppliers of specialised equipment such as "gene synthesizers" for research, or fermentation technology for production processes. Lord Rothschild puts considerable weight on the technological needs of the new industry.

He recognises, too, the paramount importance of fermentation technology to the commercial success of biotechnology. He set up a research centre at Sittingbourne specialising in fermentation. "The scale-up problems are more difficult than the average person thinks."

Then, when he retired from Shell in 1970, he established the Central Policy Review Staff for Whitehall's "think-tank" for the Heath Government, where one of his first tasks was to take a critical look at the relevance of Britain's research base to national aspirations. The Rothschild Report on research is just 10 years old this month.

The prospectus of Biotechnology Investments reflects Lord Rothschild's experience.

... there will be many problems in converting research successes into marketable products... the time-scale for the commercial development of many of the processes is at least five years and it could be even longer..."

The objective is long-term capital appreciation by invest-

ing in quoted and unquoted shares worldwide, of companies involved in biotechnology. This include suppliers of specialised equipment such as "gene synthesizers" for research, or fermentation technology for production processes. Lord Rothschild puts considerable weight on the technological needs of the new industry.

As a venture capital company Biotechnology Investments aims to get in early, at the initial or secondary financing stages of a new biotechnology venture. "Otherwise we're not going to see the sort of return appropriate to a venture capital company."

Lament

He aims to keep its investment in quoted shares to the minimum necessary for stability, of the order of 20-25 per cent, and to pick companies with an unassailable reputation in commercial biotechnology. He is characteristically blunt about some of the unquoted shares Biotechnology Investments is avoiding.

So far, it has invested in only four unquoted shares, all offshore. Lord Rothschild laments the difficulties of finding ventures in Britain that follow the bank's criteria. "It's rather disheartening."

Agrigenetics (Denver, Colorado) is the biggest, with sales last year of \$85.4m and

pre-tax profits of \$9.1m. It was founded in 1975 as Grassland Resources, essentially a seed company, which through acquisitions finds itself today researching more than 50 crops. The bank has been investing here since 1975 and its founder and chairman, David Padwa, is on the board of Biotechnology Investments.

Agrigenetics is financing research in plant genetics out of its own profits. As told, it has more than 100 full-time researchers. Lord Rothschild makes it plain that he believes plant genetics—not pharmaceuticals—may turn out to be the most important application for biotechnology, because of its potential for increasing the world's food supply.

Applied Biosystems (San Francisco) is a start-up company formed by a couple of American professors, Leroy Hood of Caltech and Marvin Caruthers of the University of Colorado, to make and market their ideas for biotechnology research equipment.

Their first products will be "gene synthesizers" and the associated reagents. They are having their teeth troubles with these tricky machines but the bank believes profits should flow sooner than from the following two biotechnology investments.

Applied Molecular Genetics (AMGen: Los Angeles), the newest, is a start-up company

launched only last year, which is looking for new products in health-care, energy and agriculture, from its research in genetic engineering. It aims to have a research team of 36 by the end of this year, led by Dr George Rathmann, formerly vice-president for R and D in the diagnostics division of Abbott Laboratories.

Repigen (Cambridge, Mass.) has received more than half the cash Biotechnology Investments has spent on unquoted shares. This is a start-up genetic engineering company founded by two MIT professors, Alex Rich and Paul Schimmel. Senior scientists from Upjohn and Corning have come in to manage Repigen's quest for new vaccines, drugs, amino acids and enzymes.

But investments in these four US ventures have absorbed less than one-tenth of the cash that has flooded into Biotechnology Investments.

Rigorous

"We've been overwhelmed with people wanting us to invest their money," says David Leathers, the director of N. M. Rothschild Asset Management responsible for the venture. He is seeing about three proposals a week for investing its cash. "We have rather rigorous criteria for what we invest in."

For a start, the science behind the new venture has got to be first-class.

Controller
for rail
traffic

RAILWAY TRAFFIC can be more quickly and accurately controlled using the Westronic System Two, a microprocessor-based signalling system just developed by Westinghouse Brake and Signal Company at Chippingham, Wiltshire (0289 44141).

It combines greatly increased control ability with detailed train tracking and important supervisory and management communication facilities. Information is transmitted by cable or radio between control centres, sub-stations and outstations and the equipment is fully compatible with existing computerised traffic information systems worldwide.

The new system is composed of a relatively small range of parts that can be assembled in modular fashion and combined with the right software to meet operating requirements in most parts of the world.

Spark erosion

THE MECRODE range of deep sinking spark erosion machines has an addition to the range with the Maxim, introduced to follow the Minim EDM machine launched last March. The new machine is larger with a worktable mounting surface of 360 mm by 380 mm and can accept workpieces up to 400 mm high and weighing up to 800 kg.

The Necrode range comes from Matchless Machines, Horsham, West Sussex, but its Spark Erosion Division is at 8, Bilton Road, Bletchley, Milton Keynes, MK8 08 70812.

Wine bottling

SMALL wine bottlers might be interested in the Seitz Tirax, a mobile low vacuum monoblock 8-head filler which can handle bottles up to 2 litres capacity with output, depending on requirements, between 300 and 1,500 bottles per hour. The Tirax costs about £8,000 and more details are available from Seitz, High Street, Addlestone, Surrey, 0932 54456.

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THE PROPERTY MARKET

BY MICHAEL CASSELL

Cannon Street coup for Trafalgar House

TRAFAVGAR HOUSE has just completed one of the smartest lettings seen in the City for many years.

At the centre of a deal which has caused considerable surprise and not a little admiration around the market, is 80, Cannon Street, the distinctive, ten-storey office building next to Cannon Street station.

The third floor of the building, comprising 4,700 sq ft of floorspace, has been let at a rent of about £23 a sq ft to the Thai Farmers Bank. But it is not so much the rental which has provoked interest, although it is unquestionably an excellent one and in the minds of some agents, a surprising one—as the manner in which Trafalgar House has played its cards.

It appears that when it became clear the previous occupants—Oceanic—were going to vacate the space, Trafalgar bought in the remaining lease for a premium, something in excess of £100,000, a price which included a considerable fixtures and fittings content but which nevertheless ranks alongside some of the biggest premiums achieved.

Oceanic were thought to be paying around £13.50 a sq ft and Trafalgar Houses pleasure at achieving such an uplift will be considerably heightened by the fact that reviews for all the remaining tenants are just

around the corner.

Rents in the building are currently thought to run from around £13.20 to nearly £19 a sq ft so Trafalgar has managed to establish a new and top-rank rental level with which to commence review negotiations.

The Thai Bank is currently in Lombard Street, but it is understood that its lease there is about to expire and that it has been under some pressure to find a new home. The floor at 80 Cannon Street offered the perfect solution—complete floors of prime, air-conditioned space in the central area are hard to find—and the bank was quick to reach agreement.

Reviews

Tenants in the building, completed by Trafalgar House in 1976 and retained in the group's investment portfolio, include other foreign banks and it is understood that reviews come next spring.

The deal underlines the continuing importance of foreign banks in the City office market and the fact that, despite the relatively weaker office market, prime, modern space in good locations still has no trouble in commanding very high rents.

Debenham Tewson and Chinnocks represented Trafalgar House in the deal and Vigers acted for the Thai Farmers Bank.

Speyhawk gets £20

SPEYHAWK LAND and Estates has prelet its London office development at 3 Jewry Street, City, for a rent thought to be just over £20 a sq ft.

R. MILLER, insurance brokers, have agreed to take the 10-storey building, Sir John Cass House, which comprises 36,400 sq ft of office space and 15,000 sq ft of residential accommodation.

The development is due to be completed next Spring and is being financed by Vauxhall and Associated Companies Pension Fund. Joint letting agents were Jones Lang Wootton, Hillier Parker May and Rowden and Biscoe and Stanton. Savills acted for the tenant.

• Airways Pension Fund was yesterday assessing the damage to its office development at 68-72 Cornhill, City, which caught fire on Tuesday night. The 30,000 sq ft building is in the process of being redeveloped and the fund said yesterday that it was too early to say whether the fire will delay completion. The fund acquired the building on a long lease last year. Cause of the fire is not yet known.

• Hunting Gate is to develop a film plus factory scheme in the London Borough of Bromley and Dagenham. The development is located on a two-site area in Thames Road on the River Lea.

Industrial Estate. It will provide 35,200 sq ft of industrial space in 18 units.

Grosvenor growing

GERALD GROSVENOR, sixth Duke of Westminster and London's largest private landlord, admits to being "unashamedly English," but his allegiance to the UK is not preventing the Grosvenor Estate from markedly stepping up its overseas property investment and development interests.

The working of the Grosvenor Estate, born out of a central London snipe bog over 300 years ago and now extending from 300 acres of Mayfair and Belgravia to exotic far flung places like Hawaii and Kunzum New Town, are for the most part shrouded in privacy.

This week, however, the Sixth Duke, chairman of the Estate's trustees and as likely to be found sheering Grosvenor Estate sheep in the Australian outback as steering his Aston Martin through the Grosvenor Estate's streets of central London, gave a rare insight into the operation and likely future direction of his property empire.

He told members of the Royal Institution of Chartered Surveyors that taxation and political pressures on an Estate such as his made it impossible to plan for more than a few years ahead and the uncertain business environment was giving rise to increasing concern.

Not least among the list of uncertainties is the future of 600,000 sq ft of Estate-owned office space in central London which is currently subject to temporary office consent and due to revert to residential use in 1990. Westminster is talking to

Westminster and the hope is that a more permanent office classification can be arranged to avoid the nightmare of conversion back to private homes.

Overall, the Estate has 5,300 properties in Belgravia and Mayfair, entailing a mix of commercial and residential accommodation.

As the Estate attempts to cope with such diverse matters as hostile politicians, crippling capital taxes and the Leasehold Reform Act which is tantamount in the Duke's opinion to slow-scale confiscation of his property, the extent of Grosvenor's overseas activities is becoming increasingly important.

The Estate's UK property portfolio—inevitably channelled through Grosvenor Estate Commercial Developments—has been built up considerably over the last ten years (it contains around 40 properties plus shopping centres), but much of the emphasis in the last five years or so has been abroad via Grosvenor International.

The Duke describes this heightened interest in foreign property markets as "a continuing insurance policy" and although he stresses that any deliberate, substantial deputation of its UK holdings is unthinkable, the inescapable conclusion is that the Estate is set to become even more internationally-minded.

The United States is clearly the Estate's favourite target and it intends to expand existing operations on the west coast while possibly looking for opportunities in the "sun belt."

According to Gerald Grosvenor, the U.S. has "the vision, the enthusiasm, the stamina and the land" to justify the Estate's growing commitment there and Canada—where the Grosvenors began their North American adventure in the early 1950s—will also be high on the list of priorities. The Estate already owns and operates several shopping centres in British Columbia.

The Duke says the U.S. has by far and away the greatest long-term promise and is full of praise for the speed at which schemes there can be pursued.

"Developments can be put up in one quarter of the time it takes over here, where the planning system creeps along at a ridiculously slow pace."

But despite the daunting list of commercial and political problems which confront the Estate at home, Gerald Grosvenor pledges that overseas ambitions will never be fulfilled at the expense of the Estate's UK holdings. He accepts that he may be a threatened species—his view of Tony Benn is somewhat predictable—but he intends, with the help of his fellow trustees, to stand his ground.

Work has started on a £2.3m office scheme by Lovell Developments and Hill Samuel at Coombe Cross, Croydon. The scheme will comprise 32,000 sq ft of offices and a showroom. The development is due to be completed at the beginning of 1983. Richard Ellis and McDonalds of Horley are the letting agents.

London & Leeds goes West End shopping

THE RAPID emergence of the Ladbroke group as a force to be reckoned with in the property development world took another stride forward this week with news that it has acquired the former Debenham and Freebody store in London's Wigmore Street.

Through London and Leeds Investments, run by Mr. Kurt Kilstock, Ladbroke intends to succeed where Brent Walker failed.

Headed by former boxer George Walker, proposed to turn the Wigmore Street property into a luxury West End hotel but when planning permission was finally arrived for the listed building, the scheme was considered unviable and the purchase from Debenham's fell through.

Mr. Kilstock and his colleagues have other plans, however. The group has paid £8.5m cash for the freehold and planning consent has been obtained for construction behind the Edwardian facade of 60,000 sq ft of office space, 40,000 sq ft of apartments and 6,000 sq ft of retail space.

Mr. Kilstock expects work to begin within six months and the scheme should be complete by the end of 1983. The total value of the created investment is likely to be over £22.5m. London and Leeds were advised by Verschoyle Fleming.

"We are interested in prime development opportunities which come along as permanent in the market place," Mr. Kilstock added.

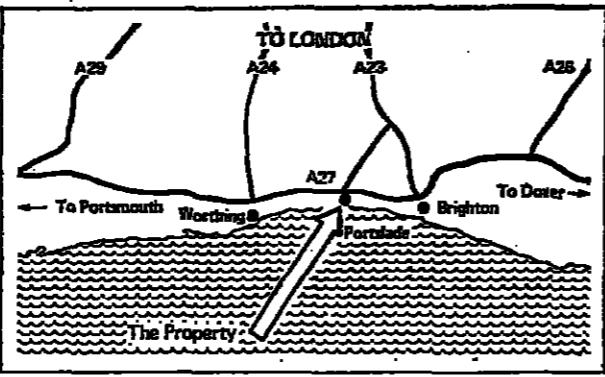
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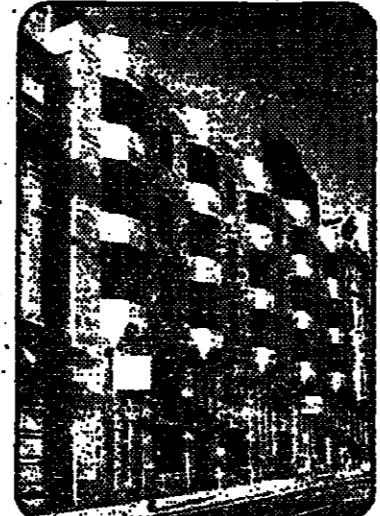
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BBC 1

TELEVISION

9.00 am For Schools, College. 12.00 pm News. After Noon: 57 Regional News for England (except London); London and only: Financial Report, News headlines with subtitles. 1.00 pm The Mill. At One. 1.45 The Bumps. 2.00-3.00 For Schools, News. 3.20 India. 3.32 Porridge. 4.00 Play School. 4.20 Laurel and Hardy cartoon series. 5.30 Jackanory with Tom Conti. 6.00 The New Simon. 4.30 Peter Jackson. 7.30 The Amazing Adventures of Morph. 8.00 News. 8.30 Nationwide (London and South East only). 8.32 Nationwide, including 8.45 Sportswide. 8.45 Whatever Happened to the Likely Lads? 8.50 Terry and June, starring Terry Scott and June Whitfield. 8.50 Kessier. 8.50 Points of View with Barry Took. 8.50 News. 8.50 Starsky and Hutch starring Paul Michael Glaser and David Soul. 8.55 On the Town (London and South East only). 8.45 News Headlines. 8.50 Men of the Year. 9.00-12.00 am The Late Film: The Crooked Road, starring Robert Ryan and Stewart Granger.

III BA Regions as London except at the following times:

ANGLIA

12.30 pm Fit for Living. 1.20 Angie. 2.00 Houseparty. 12.25 The Goldilocks Story. 4.00 The Man from the Hills. 4.45 End of Part One. 6.00 About 8.00. 11.00 Members Only. 11.30 Day Late Film: "Last Summer." 10.00 am Window on the World.

ATV

12.30 pm Fit for Living. 1.20 Angie. 2.00 Houseparty. 12.25 The Goldilocks Story. 4.00 The Man from the Hills. 4.45 End of Part One. 6.00 About 8.00. 11.00 Members Only. 11.30 Day Late Film: "Last Summer." 10.00 am Window on the World.

BORDER

12.30 pm Fit for Living. 1.20 Borders. 2.05 Massey's: "Nearest and Dearest," starring Hyde Baker and Amy Jewel. 6.10 Bigomes. 6.30

Chris Dunkley: Tonight's Choice

A busy night. BBC 1 starts a re-run of that excellent comedy series Whatever Happened To The Likely Lads which, believe it or not, is now eight years old. The quality comes from the writing of Dick Clement and Ian La Frenais, the pair who later wrote Porridge. The Lads form a double-header with yet another series of Terry And June which (having started under the title "Happy Ever After") must now be the longest running sitcom on British television. And those two run straight into a new series called Kessier which is another spin-off: "Secret Army" ended with S.S. and Gestapo chief Kessier evading capture by the Allies, and this new series finds him again in today's Brussels. A journalist recognises him as the prosperous industrialist now living under a different name.

On BBC 2 Newsweek asks "Does television tell the truth?" Robert Kee talks to Tony Benn about why he thinks there is bias in the mass media; and "Playhouse" features Autumn Sunshine which William Trevor has adapted from his own short story. Set in Ireland it concerns a clergyman whose wife is obsessed with past English atrocities in Ireland.

ITV offers Soap which gets better as it gets madder.

BBC 2

11.00 am Play School. 7.55 In The Country. 8.25 Newsweek. 9.00 The Mike Harding Show. 9.30 Tennis: Benson and Hedges Championships. 10.30 Friday Night... Saturday Morning (Part 1). 10.45 Newsnight. 11.30 Friday Night... Saturday Morning (Part 2). 12.20 am Tennis highlights. 7.15 Prize Carts. 7.40 Hold Down A Chord.

LONDON

9.35 am Schools Programmes. 12.00 A Handful of Songs. 12.15 Once Upon A Time. 12.30 100 per cent Responsibility (Helene Hayman talks to single fathers and mothers about their problems and further relationships after a marriage breakdown). 1.00 News plus FT Index. 1.20 Thames News with Robin Houston. 1.30 Taff Acire. 2.00 After Noon Plus presented by Elaine Grand and Simon Reed. 2.45 Friday Matinee: Cecil Parker and David Tomlinson in The Chiltern Hundreds. 4.15 What's Up, Doc? 4.20 Storybook International. 4.45 Spectrum presented by Paul Henley. 5.15 White Light.

5.45 News. 6.00 Themes News with Andrew Gardner and Rita Carter.

6.30 Thames Sport: 7.00 The Amazing Spiderman. 7.55 Bruce Forsyth's Play Your Cards Right. 8.30 That's My Boy. 9.00 The Gentle Touch starring Jill Gascoine. 10.00 News. 10.30 Soap. 11.00 The London Programme: Stansted Airport. 11.25 Police 5 with Shaw Taylor. 11.45 Strumpton City. 12.15 am Close: Personal Choice. [†] Indicates programme in black and white.

FT COMMERCIAL LAW REPORTS

Charterer's right to withdrawal notice

ITALMARE SHIPPING CO v OCEAN TANKER CO INC
Queen's Bench Division (Commercial Court): Air Justice Parker; November 11, 1981

WHERE CHARTERERS of a vessel inform the owners of the reason for default in hire payment, implying that they have no intention of paying, they do not thereby waive their right under an "anti-technical clause" in the charterparty to 48 hours' notice of an intention to withdraw the vessel.

Mr Justice Parker so held when allowing an appeal by Italmare Shipping Company, charterers, from an award by an arbitrator in favour of Ocean Tanker Co. Inc., disponent owners, in a dispute arising out of a charterparty agreed between the parties.

* * *

HIS LORDSHIP said that the charterers hired the Rio Sun from the owners for a transatlantic round voyage. The charterparty provided that, were the charterers to fail to make punctual and regular payments to hire the owners should have the liberty to withdraw the vessel from their service. Such liberty was, however, subject to an anti-technical clause in the charterparty, which provided that the owners should give 48 hours' notice of their intention to withdraw the vessel.

The charterers failed to pay an instalment due on May 22, 1980, and on May 27 the owners, by telex, notified them that payment was due, and requested information as to the position.

Instead of paying the instalment, the charterers, on the same day, replied by telex setting out a provisional statement of costs and claiming to make deductions from the payment due for bunkers and disbursements. On May 29, the owners withdrew the vessel.

The question for determination by the arbitrator was whether the owners were entitled to withdraw the vessel from the charterers' service. The owners contended that they were entitled to do so on the grounds, including that their telex was a valid notice under the anti-technical clause, and that the charterers, by their telex, had waived any right to such a notice.

The arbitrator concluded in a reasoned award that the owners' telex was an insufficient notice under the anti-technical clause, "being only an inquiry for full details of the non-receipt of hire." He took the view, however, that the charterers, by their telex, had waived any rights to a notice under the clause, "as a reasonable owner would have been entitled to take the view that such a notice would have served no useful purpose in view of the

charterers' declared intention not to make any payments." Having rightly held that the deductions set out in the charterers' telex were not permissible, and that the hire claimed was due, the arbitrator concluded that the owners had lawfully withdrawn the vessel, on the ground that the charterers' telex absolved them from giving notice.

With regard to the owners' telex that was no more than an inquiry as to what had happened in the hire. The anti-technical clause required owners to give the charterers 48 hours' notice "in order to rectify the clause for such delay." A notice need not refer to the clause, but it must make clear that the owners required the cause of delay to be rectified within 48 hours, failing which the vessel might be withdrawn. To construe the owners' telex as a notice would be to rob the anti-technical clause of its clearly intended protection to the charterers against the vessel's suddenly being withdrawn without warning. A document which had no more than that the hire had not yet been received, and which requested information about the position, could not reasonably be interpreted as a notice, 48 hours or otherwise, to rectify the cause of delay.

As for the charterers' telex, the arbitrator concluded that it constituted a declared intention not to pay, but he went no further than that. All he said was that the telex amounted to a waiver because a reasonable owner would have been entitled to conclude that a notice would serve no useful purpose in view of the charterers' declared intention. He did not say that the owners did take such a view, or that they had been trained for giving a notice because they had taken such a view. There were thus insufficient findings to support the waiver argument. The charterers' telex was no more than an explanation as to why the hire had not been paid. It might be that it was a declaration of an intention not to pay, but there was no possible ground on which it could be construed as an implied clear and unequivocal representation that the owners need not give the required notice. The arbitrator was clearly wrong in holding that the telex constituted a waiver.

Mr Steyn for the owners, put forward as his principal argument the contention that they were excused from giving notice on the basis of an alleged principle of law which he described as the "utility principle." That alleged principle, which he

asserted was of general application, was founded on the judgement of Lord Denning MR in Barrett v Brox (Taris) Ltd v Daries [1966] 1 WLR 1234. In that case a motorcyclist was insured at Lloyd's. It was a collision precedent of the policy that should be involved in an accident he should immediately forward any notice of intended prosecution or other information to the insurers. After a collision with a taxi he failed to forward the required information, but the insurers received all necessary details from the police. The insurers later repudiated liability for non-compliance with the condition. Lord Denning said, "...it was unnecessary for the motorcyclist to send the documents to the insurers. They had all the relevant facts... from the police... The law never compels a person to do that which is useless and unnecessary."

It would be going much further than Lord Denning intended if he were to be held responsible for establishing some general all-embracing unqualified principle. It must be taken in its context and not elevated to the status of a principle which would be unworkable. Taken in context it did not avail the present owners. The essence of the position is that it did not serve any useful purpose.

For the charterers: Stewart Rond QC and Timothy Young (Richards, Butler & Co.).

For the owners: J. V. Z. Steyn QC and David Midson (Conard Chance). By Rachel Davies Barrister

RACING

BY DOMINIC WIGAN

BETTER of Sweeping Along in the 21 miles W. G. Craven Chase. Although Prayukka returns to the fray over a more favourable trip and on 5th better terms, Tsuru should again come out the better.

However, neither, I hope, will foil Casbah's attempt on the double.

Half an hour before the John Seyfried event there is likely to be little in it at the close of the Cheltenham 11th anniversary chase. Here, Neville Crump's Sparkie's Choice and the George Fairhairs trained Sugara have strong claims.

Sugara may not find the fast pace he requires over this three miles.

Any backer in trouble—as the closing event, the Lansdown four-year-old hurdle, approaches—could not be blamed for contemplating a "getting out" plunge on Broadword.

CHELTENHAM

12.30—Wait and See
1.05—Angelo Salvini
1.40—Sparkie's Choice**
2.15—Casbah
2.50—Grey Mate**
3.25—Broadword

NEWCASTLE

1.15—Rag Dancer
2.15—Go On Joe
3.45—Raconteur*

A FINANCIAL TIMES SURVEY

CHINA

DECEMBER 14, 1981

The Financial Times proposes to publish a survey on China in its issue of December 14th 1981. The provisional editorial synopsis is set out below.

INTRODUCTION:

The Survey will have as its theme the violent change in political direction and the subsequent economic retrenchment in the wake of the death of Chairman Mao. The survey will fall in three parts. The first will consist of a series of nine articles focusing on the major aspects of China's political and economic policies and how these have been affected by the readjustment. The second will consist of a comprehensive statistical section of the chief economic, financial and social indicators in a compact and easy-to-read form. It will also include graphic illustrations of the country's political and military structure. The third part will take the form of profiles of three of China's major regions. The aim will be to study the country's problems in microcosm and relate them to the readjustment process and the race for development.

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THE MANAGEMENT PAGE

EDITED BY CHRISTOPHER LORENZ

How 'dogs' can be given more bite

Michael Goold argues that potential is to be found in apparently unattractive businesses

On Wednesday, in the first article in a series, we examined why the Boston Consulting Group's famous portfolio matrix has come under growing attack for being "misleading". Two key areas of complaint are the excessive importance it has attributed to market share, and BCG's frequent statement in the past that "dogs" are "essentially worthless". Since such businesses now comprise the bulk of many companies' portfolios, we asked a senior BCG consultant to re-state the relevance of the matrix in today's world. His article appears below.

ALL BUT a fifth of the businesses in most companies' portfolios are what have come to be known as "dogs"—with relatively weak competitive positions in low growth and mature markets. But the portfolio management concept has sometimes been interpreted to suggest that dogs should be eliminated. So is it of any practical value to the average company in today's low growth environment?

The portfolio concept is about selectivity in the management of different businesses. In a period of low growth or recession, such selectivity becomes even more essential. But it is also important to identify strategies for the so-called dogs that are realistic and will allow them to make as much contribution as possible within the corporate portfolio.

The fundamental guidelines for managing a dog are to recognise that ambitious growth-oriented strategies are likely to fail, and that a careful watch needs to be maintained on the cash flow performance of this quadrant. Within these guidelines, however, distinctions need to be made between different types of dog businesses and many dogs can pursue a variety of useful strategies in the overall portfolio.

In assessing strategy, it must first be recognised that the value of market leadership differs between businesses. In many branded consumer products it is extremely difficult for second and third brands to come close to matching the performance of the leader, due to the cumulative effect of market share on the price a company can charge and on unit marketing and distribution costs.

Conversely, in large markets

for commodity paper products, where there is sufficient volume to allow several competitors each to employ scale paper-making facilities, the differences between competitors may be much more limited. The competitive difficulties faced by a dog business therefore depend heavily on the degree of differences between competitors in the business. Where there are no conclusive advantages to leadership, it may be advisable to live with and maintain a dog position, rather than to attempt to change it.

Even in businesses where competitive differences are substantial, a distinction needs to be made within the dog quadrant of the portfolio matrix between businesses that are close to parity with the leading competitor and those that are more severely disadvantaged. In many cases businesses that are close to parity with the leader—i.e. close to the cash cow quadrant—can maintain a strong positive cash flow. There is, of course, some vulnerability to increased aggressiveness by the leader, but a stable competitive equilibrium can often exist for long periods of time. Such businesses may not be quite so profitable and secure as genuine cash cows, but they should fulfil some of the sheet anchor functions of the cash cow. Maintenance of position and competitive stability should be the major objective for these "cash dogs".

Weak

It is a different matter for those businesses whose competitive position is seriously weak—the genuine dogs. In a business where competition is mature and direct, that is where there is little opportunity for product differentiation or for competition based on serving the specific needs of particular customer groups through distinctive marketing approaches, it will be necessary to consider liquidation.

This may involve outright closure, a course of action that many managements used to claim was practically impossible, but which has become all too common in recent months. Alternatively liquidation can imply a much more gradual process, in which prices are held up, capacity is slowly reduced, and discretionary expenditure on items such as R and D, new products and marketing are cut to the bone.

Ultimately a gradual liquidation strategy will undermine the continued existence of the business, but during the liquidation, significant short-term improvements in cash flow and profit can result. A conscious strategy of this sort, within a wider portfolio context, may make a great deal of sense.

Too often, however, these moves are merely reactive, rather than forming part of an explicit strategy to shift resources from areas of limited opportunity into areas of greater potential. There are, moreover, alternatives to liquidation, even for genuine dogs. The most important are sale; and repositioning.

Sale of a dog can frequently realise much more than the business was worth to its original owner. The reason for this is that the business may reinforce the purchaser's position, either by adding scale, reducing competition, providing access to customers, or in some other way, and thereby create much more value for the purchaser than it had for the seller. In selling a dog, the key preoccupation must therefore be a thorough analysis of what it may be worth, not to the existing owner, but to prospective buyers.

Re-positioning is, of course,

the classic response for a business in difficulties. But all too often the re-positioning consists only of minor changes to, say, the customer focus of a business, which do nothing to address the underlying strategic weaknesses. One must, therefore, be wary of so-called "niche" strategies, and of attempts to retreat into areas of a market that are less competitively exposed.

However, there are also examples of successful strategies that focus away from the dominant competitor, and into segments of the market that offer greater opportunity. Asda's success in food retailing, achieved through re-positioning away from small dairy shops into the large, off-High Street discount superstores is a case-in-point.

An equally instructive example—albeit of "positioning" from scratch, rather than "re-positioning" a dog business—has been Mitel's success in private telephone exchanges, against entrenched local opposition both in North America and in the UK. This has resulted from focussing specifically on small, basic, low-cost

electronic exchanges, a segment in which the established leaders had fewer built-in advantages.

The common factor in successful strategies of segment focus is that they permit the dog to build some sort of competitive advantage in the segment that it lacks more generally. Consequently, it is essential to analyse precisely how the economics of competition in the segment differ from those in the more broadly defined business, and whether they can offer any real protection from the strengths of the industry leader.

There are, therefore, a variety of possible strategies for a dog business. The theme that should run through these strategies is realism: an acceptance that dogs, individually and collectively, present potential problems, and will need to be managed differently from other more strongly placed businesses. Given this degree of realism, there is no reason why results from the dog quadrant should not make a worthwhile contribution within the corporate portfolio.

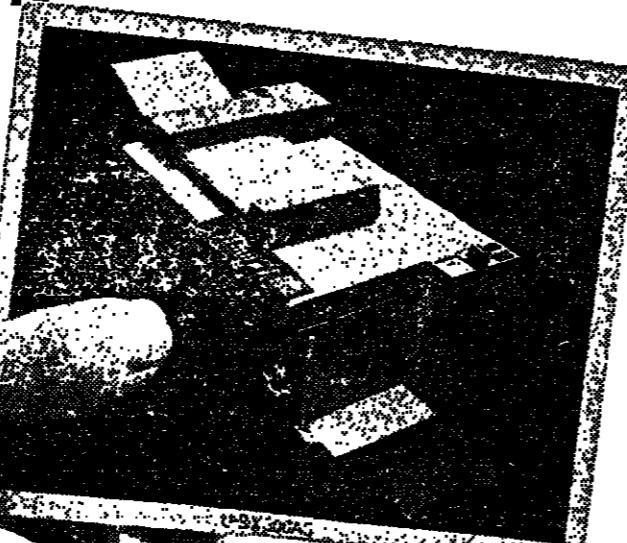
Michael Goold is vice-president of BCG in London. His second article on the theory and practice of portfolio management, will be published on Monday.

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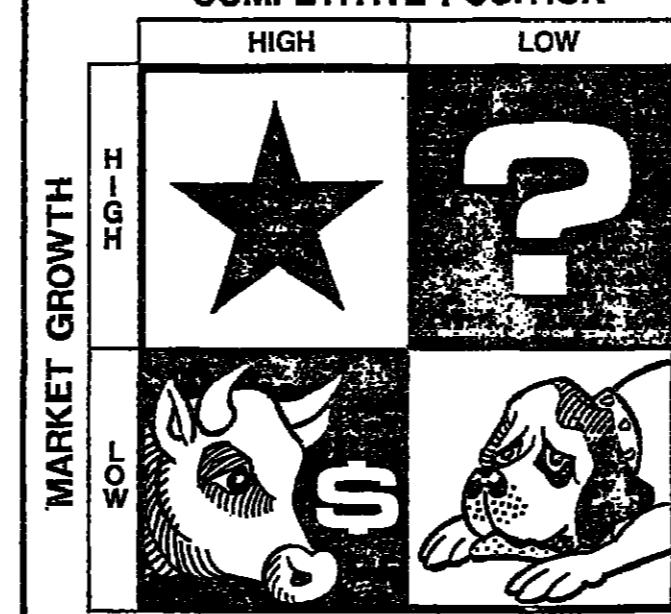
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THE PORTFOLIO MATRIX CONCEPT

COMPETITIVE POSITION



The two dimensions of competitive position and market growth produce the following characteristics:

Business Type	Profitability	Growth opportunities	Typical net cash flow
Star	High	Yes	Balanced to negative
Cash Cow	High	Limited	Positive
Dog	Low	Limited	Balanced to Negative
Question Mark	Low	Yes	Very negative

Strength of competitive position should produce high profitability and hence cash generation. Rate of market growth provides some indication of the possibilities open for improving one's competitive position, and also correlates with required new investment, and hence cash use. Over time, as the product matures, businesses tend to move from the high to low growth quadrants.

Appropriate strategies differ by business type. The star should make its main priority the maintenance of competitive position, so that it will become a cash cow when the market matures and growth slows. The cash cow needs to be protected from encroachment by the dog. The question mark needs to be managed to generate strong positive cash flow for the company. The dog should be managed to avoid major investments and to maximise cash flow as a primary objective. The question mark has two possibilities: to attempt to improve competitive position at all costs before the market matures, or else to withdraw.

A balanced portfolio requires both sufficient cash generation potential (cash cow), sufficient growth opportunities (star and question mark), and appropriate positioning (dog)—all three are equally important to overall corporate performance and strategy, and will provide a framework for assessing corporate resource allocation and strategy choices.

have been based upon forcing the pace of this evolution, and leading an industry into a new phase in so doing. A recent example of this type of strategy is Miller's success in the U.S. beer market through engineering a strategy of brand differentiation and proliferation.

There are, therefore, a variety of possible strategies for a dog business. The theme that should run through these strategies is realism: an acceptance that dogs, individually and collectively, present potential problems, and will need to be managed differently from other more strongly placed businesses. Given this degree of realism, there is no reason why results from the dog quadrant should not make a worthwhile contribution within the corporate portfolio.

Michael Goold is vice-president of BCG in London. His second article on the theory and practice of portfolio management, will be published on Monday.

Slick strategy—the key to becoming an oil man

BY PAUL BETTS



HOW DO you build an integrated oil company in eight years starting off with 1,000 dollars in the bank? The answer is by the Chalmers method.

David Chalmers is a Texas oilman. He is 55 and looks like a Texas oilman. He is self-effacing, speaks in a quiet drawl and is most comfortable when talking about oil. Today he is president and sole owner of Coral Petroleum, a private oil company which, with a turnover of \$5.5m in 1980-81, puts it among the top five oil companies based in Houston, the undisputed capital of the U.S. oil business.

He started Coral Petroleum in 1973. "You will probably find it hard to believe, but I took a thousand bucks, put it in the bank, and that was the capital of the company," he has never looked back.

Listening to Chalmers, you could believe that there is nothing easier than starting an oil company. You do not even need much capital. But his company grew out of 25 years' experience in the industry.

Chalmers went to an Ivy League college. When he left Dartmouth, he decided to become a roughneck on an oil rig and started to learn the business from the ground up.

He then went to work for a small independent company as a land manager, buying and administering leases. The company was subsequently bought by Tenneco, the large diversified energy company where Chalmers became an executive in the oil supply and distribution part of the business.

"What was a unique place to him," he recalls. "It's the hub of the wheel. From this position involving the sale and acquisition of oil, the distribution of the company's oil production, and basically overseeing the oil coming in and then going out for processing in refineries. Chalmers soon became familiar not only with the domestic industry but with the broad international oil scene. And with this experience behind him, he went off in 1967 to work for one of the mavericks of the American oil industry, Dr Armand Hammer of Occidental Petroleum.

Initially he looked after Occidental's European operations from Houston, commuting regularly to Europe. In May 1968, he became president of Jefferson Lake Petrochemicals of Canada, a Calgary-based outfit, 58 per cent owned by Occidental.

Always hungry for expansion—both at the upstream and the downstream end of the business—in 1977 Chalmers started acquiring shares of Pacific Resources, which owns a 65,000 barrels a day refinery in Hawaii. By last year, Chalmers had

an oil and gas trading company.

"Primarily this was a way of generating instant cash flow with the idea of taking the cash flow from the trading operations and putting it into hard assets, both in the ground or in the distribution end," says Chalmers.

The trading business developed. Chalmers' activities became more sophisticated and he started building up some staff. He also started processing oil in third party refineries. And as the cash flow grew, he was able to finance more deals and more complex ventures.

Finally, in May 1976, he bought his first real asset. He purchased a tiny refinery in Alabama called Vulcan Asphalt with a 2,500 barrels a day capacity. A piece of junk, really, in the middle of nowhere," Chalmers says flatly.

But the refinery has since been upgraded and refined up to 12,000 barrels a day of heavy Venezuelan crude.

Exploration

Concurrently, Chalmers was expanding his trading activities in the international sector from his company's subsidiary offshoot in Bermuda. He built up more cashflow and in the latter part of the 1970s started putting money into other people's exploration programmes. In turn, he started his own exploration programme. Today, Coral owns 120,000 net acres of oil and gas land holdings in North America.

Always hungry for expansion

—both at the upstream and the downstream end of the business—in 1977 Chalmers started acquiring shares of Pacific Resources, which owns a 65,000 barrels a day refinery in Hawaii.

By last year, Chalmers had

accumulated about 10 per cent of Pacific Resources. He was elected to the company's board although the Hawaiian company had always been wary of letting in non-islanders, fearful that non-islanders might threaten the company's loyalty to Hawaii and the island's oil supplies.

To show that Pacific Resources—or Hawaii for that matter—need not be concerned by his Texas drawl, Chalmers established Honolulu as the headquarters of Coral Industries, the new holding company for the entire Coral Petroleum group. He also gave \$500,000 to the University of Hawaii fund an energy chair in Coral.

But Chalmers and Pacific Resources have got into scrap. Chalmers indicated that he intended to increase his holding to at least 15 per cent while Pacific Resources entered into a letter of intent with the Kuwaiti National Oil Company to set up a joint venture whereby the Hawaiian company would transfer its refining to joint ownership while Kuwait would provide \$185m in cash and guarantee the refinery per cent of its crude supply needs.

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Although this has been a tough year for the refining business as a result of the general glut in the oil market, Chalmers says: "In the recent completed fiscal year we made money, not a lot of money, but then lots of companies lost money."

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Marriage à la Mode

by MICHAEL COVENY

There are two plots in John Dryden's 1671 play: a subplot of infidelity, written in prose, of restoration free love; and a lied verse tale of usurpation and reconciliation in Sicily. les Héritiers has jettisoned a heroic, inferior plot and incorporated into the comedy a condensed version of Dryden's stony and Cleopatra epic, *All's Well*.

The gain is not just one of litter poetry. The idea is to turn the quartet of lovers into two performing *All For Love* on a raised platform from which they break to play out the onstage reality of their source. The device may be in art derived from Truffaut or in the film of *The French Lieutenant's Woman*. But it is tally consistent with the citizens' "theatre of life" style and a most ingenious way of producing audiences to the

best of Dryden's two playwriting methods. Despite one hopelessly inept performance, the evening is a joy, interesting and stimulating.

Philip Prowse's design is a large backstage area marked off by tall structures of wooden flats and hanging canvas. The two friends, Rodolph and Palamede, pursue each other's women. Dorolice (married to Rodolph) and Melanthaea (engaged to Palamede) between scenes of poetic grandeur that are emphatically gesticulated to suggest a series of tableaux composed by Zoffany. Rodolph plays Antony, his wife Cleopatra and Melanthaea Octavia. To complete the parallelism, Palamede should have played Dollabella, but Robert Gidlow is released to form part of the audience at the tragedy.

Festival Hall

The Pack of Women

by ANTONY THORNCROFT

Almost a year after closing run as Action Space, a forced exodus following withdrawal of Arts Council grant, many of the same company have re-inforced in the same Cheltenham premises, now known as Drill Hall. It is a welcome survival, not least because the art production is as full of the strengths of the Fringe as of its weaknesses.

Perhaps inevitably *Pack of Women* is a feminist cabaret devised by Robyn Archer, a very talented Australian who also writes much of the material and performs it along with Maggie Randon and Jane Goddard. Ita Kuchumian leads a multi-skilled musical trio. If the ad and boring items were removed from a very long show it would be a stimulating evening, at least for women. Many men might leave irritated, but fired up, unwilling to carry the burden of historical guilt by association and dubious whether half the human race really does feel quite so persecuted.

From a long and unnecessary matinée of a game of cards played by three women the performers break off in all direc-

tions, a reading from Virginia Woolf, or Germaine Greer here, a comment on the awfulness of men and the stupidity of women there (feminists seem to reserve most of their anger for their unawakened Sisters); and songs from everyone from Brecht to Dolly Parton plus some excellent originals by Robyn Archer.

She really is a magnificent sight, striding around the stage bawling out a new patriotic rabble-rouse. "The good old double standard" or the (suddenly legally topical) "Menstruation Blues" (a song which had the audience in stitches; it also found it screamingly funny when the girls talked dirty). But then one of the nice features of the Fringe is its innocent childishness.

This kind of sexual and political revue works well when put over with imagination as here, and total commitment. And if one item is tedious or banal an extract from Jane Eyre or a Leonard Cohen song is just around the corner. On Wednesday night *The Pack of Women* fired over 70 verbal and musical bullets, mainly at the target of male oppression: if they could concentrate on their best shots they might well make a killing.

Festival Hall

Arrau and Groves

Claudio Arrau returned to the Festival Hall on Wednesday to the finale of the Royal Philharmonic Orchestra's concert under Charles Groves. A eighty account of Brahms's D minor piano concerto, delivered with the same fervor and consistent ease which infused his recital on Monday.

The keynote of the performance was expansiveness, eight and deliberation with a heftiness—each section sped with an unerring sense of direction, every climax astutely placed. Once or twice, though, Arrau allowed his pensiveness to run over into evolution: here and there, if not a grinding, in place of featherlight, emphasis. But one moments were exceptions. Nearly everywhere the music was as



Robyn Archer

smooth as its texture, was lucid. The slow movement correctly for once a real adagio, was the strangest: a marvellous, haunted presence, hymn to loneliness, driven compulsively to its celestial vision, before the solipsistic veil again descends.

The finale was, darkly whimsical: there were undercurrents and ruminations in the music's sparkle only partly accounted for by the very slow and deliberate allegro. Now and again Arrau took time off for an expressive sidelong of such infinite pathos and regret that the basic pulse of the movement was nearly stopped entirely. But there was joy in the playing too, and a healing calmness, which marked the whole performance with an irrefutable momentum, sweeping

DOMINIC GILL

ing all hesitations from its path.

The concert was the first of a series of seven presented by the Royal Philharmonic Society, and given by various orchestras, "with an American theme" (actually a euphemism in each case for "one American work"). On this occasion that work was the third symphony of Roy Harris (1898-1979), the inventor of the American frontier style, and direct progenitor of the classic American film-score. It's a weird piece — just quirky enough, and unpredictable enough in its chunky twists and turns, to avoid the label of "frontier cliché". The RPO appeared unfamiliar with, and a shade unconvinced by, the awfully truth that his patient's

comparisons make one hanker for what could be achieved.

A case in point is the company's new production of Racine's *Andromaque*, that clash of unrealistic infatuation (Oreste) and realpolitik unable to love (Pyrrhus). The principal characters' interlocking emotional miseries culminate in murder, sacrifice and insanity. Keeping the steam up in this emotional pressure cooker are fine performances

from Jean-Luc Bouteille as a suitably callous Pyrrhus, Jose-Maria Flotats as Oreste and Genevieve Casile as a deeply moving Andromaque.

Racine's contemporaries, of course, were better up on their classics than modern audiences, knew without being told who was Trojan and who was Greek and probably revelled in the more obscure references to Ancient History. But what mainly calls for imaginative stamina today is less the historical significance of the plot than the fundamental idea that politicians have passionate private lives: who can imagine Margaret Thatcher, for example,

flinging herself in lovelorn desperation at the feet of an unresponsive foreign diplomat?

Patrice Kerbrat, who directs *Andromaque*, and his brother Philippe, who made the sets and costumes, have attempted to cut accessories to a minimum to make the work more readily accessible. Stylised 17th-century costumes allow attention to be focused on the actors themselves but are an ill-fitting accompaniment for the emotional hyperbole of the play.

Philippe Kerbrat's set for another slightly revamped classic, Marivaux's *La Double*

cropper for the Prince. Dissemblance and truth become hopelessly entangled in a comedy which, beneath its frothy surface, is full of ferocious observations of human fickleness.

Two curious casting choices however throw the play out of joint. Richard Fontaine as the Prince has much too narrow an emotional range, confuses Arlequin, comes to rescue her. A lady of the court undertakes to seduce him and, no longer mistress of her own game, falls in love. Silvia for all her protestations of pastoral purity comes a

OPERA & BALLET

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Telegrams: Finantimo, London PS4. Telex: 8854871
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Labour Party in decline

WHEN Mr Denis Healey retained the deputy leadership of the Labour Party last September, albeit by a tiny majority, and the Party went on to elect a slightly less Left-wing National Executive Committee than in the recent past, there was some ground for believing that Labour had at last turned the corner and could begin to concentrate on fighting the Government rather than fighting itself.

Sincere

Mr Michael Foot, the Party Leader, then made a conciliatory move. Instead of seeking to change the leadership of the NEC's policy committees away from the Left, he chose not to intervene. More importantly, he sought to come to terms with Mr Tony Benn — the defeated candidate for the deputy leadership of the Party — by inviting him to play a full part in the affairs of the Shadow Cabinet. Such an approach, might have been naive; it was almost certainly sincere. Mr Foot and Mr Benn after all, are not all that far apart on most matters of policy.

It has now blown up with a vengeance. It blew up when Mr Benn, speaking at Mr Foot's invitation from the front bench in the energy debate in the House of Commons on Tuesday, used the occasion to support an energy policy that had not been approved by the Shadow Cabinet. That is arguably not even the policy of the Party Conference and that appears to call even for the nationalisation of that part of British Petroleum which the Government never owned in the first place.

Mr Foot has reacted by telling Mr Benn to toe the line or lose his — Mr Foot's — support in the new elections to the Shadow Cabinet which will take place next week. It is unlikely that the two men can easily work together again, certainly from the front bench.

Irritant

There are some in the Labour Party, and some sympathisers outside, who say that that is a welcome development. Mr Foot has been at last obliged to stand up and fight and to cease trying to appease the unappeasable. The bulk of the Party will now unite under his leadership. That is a point of view which

Strong words from Mr Mugabe

INVESTORS AND businessmen are naturally concerned at the rising level of political rhetoric in Zimbabwe. In recent days, Mr Robert Mugabe, the Prime Minister, has said stronger words than at any time since independence to castigate the white community for failing to change their racial attitudes. He has charged Mr Ian Smith and Bishop Abel Muzorewa, prime ministers of the *ancien régime*, with actively plotting to overthrow his government. He has even encouraged his supporters to use their fists on any white man who calls them a "kaffir."

Mr Maurice Nyagumbo, the Minister of Mines, took the attack a further step when he warned that the government would rid the private sector of white racists, even if it meant "a breakdown in our economic development."

The question is: how much substance should be attached to the rhetoric; for the signs emerging from Salisbury, barely 18 months after independence, are mixed and somewhat confusing.

Rumours

Only a week before he accused white employers of exploiting their labour, and calling their workers "kaffirs", Mr Mugabe told a meeting of businessmen that Zimbabwe had inherited an efficient private enterprise system, and intended to carry on with it. He ruled out nationalisation as a policy option.

There have been widely conflicting statements from different government ministers: one claims the government is turning a blind eye to black squatters on white farmland, another denies it. In the capital, rumours have been rife: petrol shortages in several parts of the country in the past 10 days were almost entirely caused by false reports. Stories that a senior minister had been arrested were disproved when he was shown to be on a foreign trip with Mr Mugabe.

There are real signs of strain within Mr Mugabe's government as it seeks to deal with the classic dichotomy of rising black expectations and the need to maintain white confidence. On the one hand, the fruits

CIVIL SERVICE REFORMS

Mrs Thatcher grasps the nettle

By Robin Pauley

THE MOST remarkable thing about Britain's Civil Service Department is indeed perhaps the only remarkable thing about it — that it has survived so long in spite of increasing dislike by successive governments.

Pressure for the disbandment or radical reform of the CSD has grown since Mrs Thatcher appointed Sir Derek Rayner, joint managing director of Marks and Spencer, as her personal adviser on Whitehall waste, bureaucracy and efficiency.

He has long argued that all moves to improve fundamentally the efficient organisation of Whitehall would be limited so long as the practical, geographical and philosophical heart of the administration was split between the Treasury in George Street and the CSD in the old Admiralty Buildings.

Mrs Thatcher felt that never again could affairs get into that state. Lord Soames, senior Civil Service Minister, was replaced

end of last year but she drew back at the last minute. A lot has happened to change Mrs Thatcher's mind since then. Sir Derek, who has direct access to her more or less at will, has continued to insist that the CSD remained the major stumbling block to proper management and accountability within Whitehall.

More significantly, the recent Civil Service strike was a major blow to Mrs Thatcher who, although technically in charge of the Civil Service, had to leave the solving of the dispute to ministers who handled it in ways which won neither her confidence nor approval. The strike, the longest running dispute in Britain since the 1926 miners' strike, lasted five months and held up more than £200m of revenue.

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MRS THATCHER announced in the Commons yesterday that the Civil Service Department is to be abolished. This means the Treasury will take control of civil service manpower, pay, superannuation and allowances and will also take over responsibility for the central computer and telecommunications agency. Management, organisation, training, and overall efficiency including recruitment, training and personnel policy will all go to a new management and personnel office to work alongside the Cabinet Office.

by Mrs Thatcher's close friend and confidant, Lady Young.

Mrs Thatcher and Lady Young see the integration of the CSD functions into the Cabinet Office and Treasury as a neat way of simultaneously improving efficiency on Sir Derek's lines, ensuring a much harder management control of manpower and pay.

The change, which will put pay and manpower into the Treasury and the rest, mainly dealing with personnel and

training, into a new section attached to the Cabinet Office.

Report successfully argued that the role of central management needed to be enlarged. If this enlarged responsibility for career development were added to the Treasury's jobs concerning financial and economic policy and the control of public expenditure there could be too

great a concentration of power in one department.

"Central management should be positively and creatively concerned with maintaining and improving the standards of the Civil Service. It should, therefore, be a separate institution with a single-minded devotion to its own professional purpose and should be in a position to fight and be seen to be fighting the Treasury on behalf of the

Treasury," the report said.

The committee did recommend; however, that even a removal cost of about £450,000 the CSD and Treasury should be in the same building. If they then shared common services 34 jobs and £370,000 a year could be saved.

Moral has been poor for years. It could not or would not take the Treasury once senior Cabinet support was seen to be lacking, and was increasingly criticised for both its low profile and its lack of sparkle and initiative, being seen more and more in "Yes Minister" terms. It has never been regarded as achieving its main purpose of

pulling the structure and efficiency of the Civil Service up to modern-day management standards, improving its image, rationalising its pay and manpower, and career structures and generally leading the Executive from the front.

This all made it something of a surprise last December when Mrs Thatcher and the select committee did not disband the CSD.

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out of their particular speciality which is policy-making. But you cannot be an effective HQ man without experience of the field.

[The White Paper "Efficiency in the Civil Service" contains an annex showing a breakdown of running costs by department: staff, personnel, overheads, accommodation and rents, office services, etc.]

So far as I am aware, this is the first time that minister have been asked, at a point in time, to look over the costs of their departments, broken down in this sort of detail. They are not broken down enough yet but there is movement. You must apply economy to target — the telephone, postage, no blanket cuts. If you have a blank regime, the economical will be a bit more economical, the point of being inefficient and the lavish will go on being lavish, as always. You have to pin-point those responsible.

If you have responsibility, accounting, you get participative budgeting.

If you strengthen the rewards you should also strengthen the sanctions element. I should say that failure to discharge one's duty properly should be accountable, but you cannot be held fully accountable if you do not have the delegate chain of command beneath you with proper facts at each appropriate point. That's part of the problem.

Because the facts are not sufficiently clear at the point at which the thing goes wrong then when the accounting officer is held to account, people tend to feel sympathy for him because something was going on down the line that he could not really be made aware of until it went too far wrong.

If you have a chain of information of the right kind, it can be reviewed in senior management terms, and if you do not review it and take appropriate action, then you can and should be dealt with. You do not have that if you are presiding over management by surprise.

'The facts should be known and exposed: when facts are blurred, you have management by surprise'



SIR DEREK RAYNER (right), joint managing director of Marks and Spencer, has spent much of the past two-and-a-half years as part-time adviser to the Prime Minister on efficiency in the Civil Service. Now he is stepping back from the day-to-day running of the "Rayner scrutinies" in order to devote more time to M & S, while the small unit in the Cabinet Office is being strengthened by the appointment of Mr John Cossell, director of the Manpower Services Commission.

These scrutinies focus on very precisely defined aspects of the work of individual departments: 68 were conducted in 1978 and 1980, and a further 40 this year. To date, savings worth around £20m have been identified; and another £20m saved on once-and-for-all cuts in capital expenditure. Further scrutinies will be launched in individual departments.

While Sir Derek believes that savings can only be made by examining specifics — the statistical services scrutiny

carried out right across government has saved £20m, in addition to the £245m or so thus far — he makes it clear in this interview that he is not solely concerned with penny-pinching, but is mainly interested in helping to bring about changes in the way Whitehall is run. He speaks in the gentlest of codes; but in his description to IAN DAVIDSON of how it ought to be run, he offers an arresting, if backhand, description of how it actually is run.

questions to be asked, comparisons to be made, questioning of drifts of expenditure that have no explanation.

The rules are so cumbersome; in order to prevent errors there has been an accumulation of a new rule for every error created; so that when you ask a clerk in a DHSS office to interpret the rules they are almost impossible to interpret — which in turn leads to mistakes being made.

We have really got to tackle, in a tough and determined way, the simplification of rules in Government, and the whole paper chase that underpins the activity of Government.

We must make the job more interesting; we must trust junior management with the kind of discretion familiar in a large business. There has to be more awareness, at the top, of the implications of policy at the point of delivery. There must be more communication of a personal nature between the top and the bottom. We must develop systems which hold people responsible for what they do, but not through rules and regulations, through simple management accounting figures that enable the right

people who clearly have the talent and clearly should be challenged to do bigger jobs. People actually do suffer.

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The rules are so cumbersome; in order to prevent errors there has been an accumulation of a new rule for every error created; so that when you ask a clerk in a DHSS office to interpret the rules they are almost impossible to interpret — which in turn leads to mistakes being made.

We have really got to tackle, in a tough and determined way, the simplification of rules in Government, and the whole paper chase that underpins the activity of Government.

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Net

POLITICS TODAY

The truce in the Tory Party

By Malcolm Rutherford



Cabinet members (from left): Mr Norman Tebbit, Mr Nigel Lawson, Mr Leon Brittan and Mr Norman Fowler. "They are all meritocrats... they all share Mrs Thatcher's aspirations."

RE APPEARS to be no reason why peace has not yet reached such guerrilla as Mr Edward Heath, Sir Ian Gilmour. But, at any rate, there is a truce in the net.

The low point in morale among some senior Ministers on the last day of the Conservative conference in Blackpool last week, Mrs Thatcher appeared to accept the advice of among others—Mr Francis Pym, the leader of the House of Commons—to adopt a more conciliatory tone to her critics. For it seemed that the continuing and crucial loyalty of Mr Alan Whitehead, the deputy leader of the Conservative Party, was in doubt. At that time, Mrs Thatcher has seriously changed.

Her speech in the censure debate in the House of Commons a week ago, she spoke exultantly. Admittedly, at one point, Cabinet critics said, she it through clenched teeth, at least she did it. In her return to the debate on Queen's Speech last week, did it with a smile.

It sorts of other factors need to have changed in the government's favour. In the place, Tory MPs did not feel widespread discontent in their constituencies when they came back from the summer recess. On the contrary, many of them said that support for the Government's policies was holding up reasonably well—an impression confirmed by the result of the by-election last month, though the Tories lost seat—it was Labour which pushed into third place by only 25 per cent of the vote.

Not's olive branch comes a dagger

The demoralisation of the Conservative Party is, of course, a factor in itself. The new Toryism is the other side of the coin. In Tory minds, the spectre of an extreme Labour winning a general election with nothing like a majority of the votes (say 20 per cent) is beginning to edge. No Tory likes to admit the possibility of defeat, but there is at least a certain satisfaction that the real battle may

well be between the Tories and the SDP-Liberal Alliance. Even if the Tories lost, they would still be the alternative government, capable of a come-back. But the Labour Party might be in terminal decline.

Nothing that has happened in the past few days challenges that view. Mr Michael Foot, the Labour leader, offered Mr Tony Benn an olive branch only to find that Mr Benn turned it into a dagger in the energy debate in the House of Commons on Tuesday. Mr Foot now has probably his last, last chance to restore the Labour Party as a credible electoral force. The thought that Labour has a death wish must now be a commonplace.

Yet to return to Mrs Thatcher. Cabinet changes are beginning to pay off from her point of vantage. The grandees—those who are the Tory term—are out, or at least on the retreat. Obscure figures like Mr John Nott or Mr Patrick Jenkin, who began with very little experience of government and almost no public persona, are now quite senior. She has also brought in others of a similar ilk: Mr Leon Brittan, Mr Nigel Lawson, Mr Norman Fowler, Mr Norman Tebbit and Mr Cecil Parkinson.

It may sound odd to put them all in the same category. But they have this in common: they are all meritocrats. None of them is especially rich. Basically, they all share Mrs Thatcher's aspirations. For the

first time, she almost commands a majority in her own Cabinet. She could not do so without Mr Whitehead. But here again there has been a change. Mr Whitehead has been chairing the Cabinet Committee on the cuts in public expenditure, or rather the cuts in the rate of increase. The heat has gone out of it. It is now openly conceded that public spending next year will be considerably higher than was originally planned. Indeed the outcome may not be all that far short of the £5 billion reduction demanded by Sir Ian Gilmour.

The language has changed as well, and not only Mrs Thatcher's. There was Sir Geoffrey Howe, the Chancellor of the Exchequer, saying in the House of Commons on Wednesday: "We are ready to adjust our plans responsibly in response to changes in the economy as a whole. But this responsiveness cannot and will not be allowed to override the principles on which our policy is built." It sounded like a direct quote from some of the earlier speeches of Mr Pym.

There has, too, been a large element of luck. The more one hears about Ministerial re-arrangements to the near-demise of BL—formerly British Leyland—last week, the more it becomes clear that the Government was totally unprepared for it. Sir Michael Edwards, the BL chairman, had gone out on a limb and taken the Government

with him. All that the Government could do was to hope that the workforce would vote against a prolonged strike, as in the end it did.

But I doubt whether Sir Michael will ever be allowed such freedom of action again. Indeed one Cabinet Minister said this week that if the BL unions wanted to have a dispute about their tea-breaks, the management should be instructed to turn a blind eye to it. The BL incident took the Government too close to calamity for comfort.

In the background there is the Crosby by-election in two weeks' time. Ministers in general, even Mrs Thatcher's, are rather optimistic about the Tory chances. And certainly they have a good base: a Tory majority last time of over 19,000, a Labour vote probably crumbling away, and a Liberal vote of less than 10,000. If the Tories can retain the seat against the challenge of Mrs Shirley Williams on behalf of the SDP-Liberal Alliance, they will have some reason for continued confidence. It would be the first serious rebuff to the SDP so far, and all the more striking because it would involve Mrs Williams, perhaps the SDP's best-known figure.

In passing, it is worth noting that forecasts of a Tory victory have not yet been endorsed by the Conservative Central Office, which is supposed to monitor these things. The impression from there is that there are still

too many imponderables: for example, the tanker drivers' strike if it were to take place could quickly close a large number of British factories.

Yet whatever happens in Crosby, there is still only a truce in the Tory Party. It has been agreed that public spending next year will go up quite substantially and that the Government will seek to make a virtue of it. That has also been made possible by rather more buoyant Treasury revenues than originally expected.

The question remains of how the increased spending will be financed: whether by more borrowing or more taxation, or what sort of mix. Sir Geoffrey said on Wednesday only that any increase in spending will be financed responsibly. It is no longer such an immediate issue, but there will have to be an attempt to resolve it by the Budget next spring. At the moment, there is a great deal of fudge in the interests of keeping the peace.

Related to that is the question of what the Government does about tax relief. Again it is no longer immediate. But even among Cabinet critics who have temporarily gone silent there is a belief that at some stage in the not-too-distant future there must be some sort of package aimed at relieving unemployment.

According to this school of

thought, high unemployment, however regrettably is now here to stay and everything possible must be done to alleviate it. The emphasis in public spending must be on training and education. Any tax reliefs should go to industry, whether through a cut in the National Insurance contribution surcharge, cheaper energy pricing, or whatever combination.

There is a counter school of thought that any tax cuts when they come, must go directly to individuals in the form of lower income-tax. This is a battle that has still to be fought.

A discussion already going on is whether Britain should join the European Monetary System. Here Mrs Thatcher and Sir Geoffrey are now at most agnostic rather than actively opposed, and there could be some movement. The strongest advocates of membership, outside the Cabinet, are Sir Ian Gilmour and Mr Heath. But they also have support from within. It will be held against Mrs Thatcher if Britain does not join and the pound again becomes volatile.

In a way, it is ironic that it should be the so-called grandees in the Tory Party who speak so much about Disraeli's "one nation" and the need to preserve the social fabric. The meritocrats, Mrs Thatcher's people, say that there is no longer any great divide, or even antagonism, between capital and labour. It is the grandees who are the conservatives with a small "c" and the meritocrats who are the radicals.

They appear not to like each other

In this the meritocrats have much in common with the Social Democrats. They are competing for the same ground in the recognition that social change has been faster than the political adaptation to it.

Whether the Tory truce will hold is another matter. The Conservatives still have the problem of having to govern for the next two years in fairly adverse circumstances. And they also appear not terribly to like each other. No doubt that is part of the social change as affecting the Tory Party.

Lombard

One way to pick some winners

By John Elliott

THE DEBATE on how to pick winners in industry was taken a significant step forward earlier this week by Sir David Orr, chairman of Unilever. He suggested that key industrial sectors need special development should be chosen by a new official body which would then negotiate development contracts with individual companies. Special State aid would be provided and the companies would have to meet pre-determined performance levels.

Companies would thus be encouraged into developments which would otherwise be too risky, and Britain would no longer lag behind other countries which have more formal industrial strategies like Japan and France (or which Sir David based his ideas).

The debate about picking winners has been around for some time. It has resurfaced recently because the recession has caused some leading industrialists like Sir Arthur Knight (ex-Courtaulds), the National Enterprise Board, and now the Confederation of British Industry, Sir Terence Beckett (ex-Ford and the CBI), and Sir Campbell Fraser (Dunlop), to become worried about the lack of direction in industry.

Sir Terence floated the idea of a new organisation to identify "sunrise industries" in the CBI's "Will to Win" discussion document earlier this year. But, like others with similar ideas, he soon found that there were far too many overtones of State intervention in industry to attract most businesses.

But Sir David's ideas should be taken seriously by such opponents or sceptics because these same people normally have deep reservations about the way that State industrial aid is used.

Sir David's proposals could lead to the disbursement of this aid taking place in a more strategic framework. Two areas are specially relevant here. First, large amounts of aid have been provided for some years to attract foreign "internationally mobile" investment projects into the UK to produce goods ranging from microchips to vitamin tablets and motor cars. There appears to have been little strategic thinking about what sorts of businesses should be attracted from what coun-

tries, and general ministerial line has been that inward investment must be good for its own sake.

Secondly the Government's high technology aid, especially in electronics, has been splashed around with little apparent selectivity. Again there is a general assumption that high technology aid must be good for its own sake.

The reason why there has not been more sense of direction in these two fields is that Britain has no overall industrial strategy beyond the Industry Department and the National Economic Development Office naming some fairly obvious areas like micro-electronics, robotics and bio-technology as deserving special attention.

Sir David acknowledged that even such limited selection can be useful, but he stressed that more was needed. His key contribution was to propose the new organisation which he said, like the University Grants Committee and various research councils, would "serve to take some difficult choices out of the political arena." (The Grants Committee may not be the best example to choose at the moment.)

This "independent body" would be comprised of people primarily from industry. It would "invite proposals from firms, decide which was the best proposal, and negotiate a contract under which support would be provided for specific performance." Prior decisions about which industries to back would be made by a "partnership" of industrialists, trade unions, scientists, politicians and civil servants.

Sir David did not of course provide all the answers. He did not explain precisely how his new organisation would relate to the Government. Nor did he explore what should happen when a company failed to meet pre-set performance targets or when, as often happens with the NEF's high technology projects, companies return for more funds.

But what he did was to suggest a way to pick and nurture winners which could also bring more focus and purpose to the allocation of State aid in areas like inward investment and high technology.

Letters to the Editor

Referenda—taking sledge-hammers to crack nuts

From Professors G. Jones and J. Stewart

Sir—The Government's proposal to curb the alleged excess expenditure of local government by introducing referenda into the budget process is certain to cause difficulties for the Secretary of State if he is unlikely to achieve his objective. Apart from the constitutional objections to an erosion of representative democracy and an increase in centralism, and apart from the political objections to taking sledgehammers to cracks nuts, Mr Jenkins's scheme will not give the result he wants for the reasons given below.

Even if the level at which a referendum is introduced is set say 40 per cent above present

grant-related expenditure, few major local authorities would be caught and their "overspending" would go nowhere near the reduction in total expenditure that the Secretary seeks. That assumes a "No" vote in each referendum, but American experience suggests that some "Yes" votes are likely.

Once the "underspending" local authorities see the level that triggers a referendum they will be encouraged to raise their expenditure to just below the target, which will have become a norm.

By allowing some authorities whose electors at the referendum rejected the supplementary rate to borrow to meet their current expenditure commitments, the Secretary of State

Raising aggregate demand

From Professor D. Myddelton

Sir—If, for example, 90 men are employed at £1,000 a week, it may be that re-arrangement of working time will be to 40 hours a week. Then total weekly wage will increase from £9,000 to £9,310, and those who want an increase in aggregate demand will be satisfied.

D. R. Myddelton (Professor), Cranfield School of Management, Cranfield, Bedford.

Individual covenants to charities

From the Director, The Spastics Society

Sir—The helpful and timely article by Mr David Wainman (November 7) about the more advantageous arrangements which became effective on April 6 this year in respect of individual covenants to registered charities highlighted very clearly the great complexity of the present system. Charities have experienced considerable difficulty in exploiting the new facility for individuals making donations under deeds of covenant to save tax at their marginal rate. The main consequence of the Government's decision to make covenants deductible at marginal rather than basic tax rates it seems will be to save a certain amount of tax for the individual covenantor.

Desirable though this undoubtedly is, it does not accord with the Government's stated aim of giving help to the voluntary sector in order to assist major charities and other voluntary organisations to play their role in the partnership between Government and voluntary sector, which both sides are anxious to achieve.

When this is set alongside the cost to charities of the Government's increase in the rate of VAT from 8 per cent to 15 per cent, the urgency of the need for Government to grant a general relief from VAT to charities becomes all the greater. This can be evidenced from the fact that the VAT reform group of eight leading charities recently wrote to the Prime Minister showing that the estimated benefit of the concessions on covenants and legacies introduced in the 1980 Finance Act and effective from April this year amounted to £544,246 compared with £1,467,417 lost in unrecovatable VAT.

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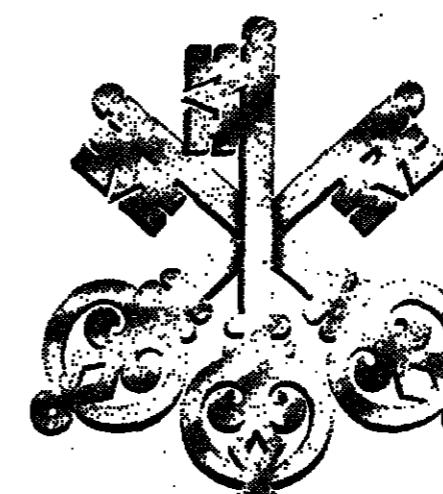
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Resolving insurance disagreements

From the Deputy Director, Consumers' Association

Sir—The insurance ombuds-

man is a large part of local expenditure. I cannot see why the Government, already considering a large part of local expenditure, cannot go the whole way.

More than half the domestic bill is spent on education, which for some obscure reason is borne to the extent of about 0 per cent by water rates, who also contribute as much as anyone else to the other 60 per cent, through general taxation.

The only letter I have read attacking the existing system

Ultramar surges to £141.7m in first nine months

DESPITE CRUDE oil oversupply, new taxation and the recession, the results of oil and gas exploration and production group Ultramar Company continued to outperform the directors' projections in the third quarter of 1981.

Taxable profits for the quarter rose to £49.8m against £34m last time, bringing the total for the first nine months to £141.7m (£94m). Sales jumped to £361.9m (£207.1m) bringing the nine-month figure to £1,086m (£657.9m). Earnings per 25p share are given as 63.5p (50.4p) for the three quarters.

Mr Arnold Lorbeer, chairman, says most of the group's earnings were in U.S. and Canadian dollars and the results were helped substantially by the strength of these currencies

against sterling. The major contribution to the group's profits came from its Indonesian, Eastern Canadian and Caribbean operations.

The group's capital expenditure programme is proceeding as planned, he says. The first of the six 76,000-ton oil-bulk-carriers being built in Spain will be delivered before the end of 1982. Expansion of the liquid natural gas plant in Indonesia, which will double the capacity, is expected to be completed in the second half of 1983, and the acquisition of Beacon Oil Company in California is anticipated before the end of this year.

Production from the North Sea Maureen Field is scheduled to start by early 1984. An accelerated exploration drilling programme is under way in the

UK North Sea and in the U.S. The group is drilling on Block 13/23, the first North Sea well for which it is the operator. Also the group has opened an office in Australia and geological and geophysical work is under way.

The group has decided to build a catalytic cracker at its Quebec refinery with some modifications to handle selected heavier feed stock. The refinery will also have some changes to its ancillary facilities to conform with the market for light and heavy products which is forecast for Eastern Canada.

The engineering on this project is almost completed and all of the long-term delivery items of equipment for a 30,000 barrel per day catalytic cracking unit are, or will be, on site within six months, Mr Lorbeer says.

The project is now estimated to cost approximately £280m including monies already spent, but excluding interest during construction. Completion is expected in the latter half of 1983 and no material interruption in current refinery operations is anticipated during the construction period.

The group's entitlement to income from Indonesian liquid natural gas sales is included in the profit and loss account after deducting transportation and liquefaction costs, and debt service on the loans raised by Pertamina to finance the whole of the construction cost of the Badak liquid natural gas plant which is operated on a break-even basis.

In order to match income with these deductions, the

group's entitlement is adjusted to reflect an equal annual charge for debt service, rather than the uneven repayment schedule established for the loans, all of which are repayable within a 12-year period starting in 1987. Effectively, therefore, the cost of the plant will be fully amortised by the end of 1993.

Cash flow from operations during the period amounted to £13.2m (£7.4m) and there was an increase in working capital of £65.6m (£700,000 decrease). Operating figures for the nine months show sales of oil (barrels per day) 206,104 (205,500); oil retailed (barrels per day) 81,300 (£15.8m) (£10.5m). Tax took 50.7m (£40.8m) — of which £27.1m (£12.2m) was deferred and after foreign exchange losses of £1.5m (£500,000) profits emerged at £58.3m (£52.5m).

The foreign exchange losses relate almost entirely to long-term loans of individual sub-

sidiaries

reparable over the years to 1993 and reflects the premium on forward exchange contracts negotiated to fix the cost of repaying SwFr30m in 1985.

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See Lex

Staveley Inds. falls to £2m: holds interim

IN LINE with the directors' pessimistic expectations taxable profits of Staveley Industries slumped from £3.2m to £1m in the half year to September 26 1981 on lower turnover of £27.8m compared with £33.8m.

However the interim dividend of 10p held constant with interests in electrical and mechanical engineering and mineral production, is being maintained at 4.5p net per £1 share.

Last year a total of 15p was paid on pre-tax profits of £27.8m.

Pre-tax profits were after after interest charges of £1.1m (£1.25m) and tax took £581.6m (£977.600). Minority interests were £623.000 (£428.000) leaving attributable profits of £1.08.

Mr A. Frankel, chairman, says the results represent a reasonable achievement in the face of extremely adverse trading conditions. The directors expect profits for the second half to show an improvement subject to the absence of significant external surprises.

The mineral products subsidiaries continued to perform excellently and the electrical and mechanical services group also did well despite difficult market conditions in the UK which had a severe impact in some of the contracting divisions, Mr Frankel says.

George Salter and Company is recovering after breaking even last year despite its extremely difficult trading position. The foundry group is still finding the going tough and the metal refining activities suffered badly from a permanently reduced market. The group now has excess capacity in metal refining and as a result it is proposing to close its pig iron plant at Darlaston. Production will be consolidated in the smaller plant at Warner and Company, in Middlesbrough, which the group will benefit by halving its losses to about £1.1m in the year. It now seems possible that the publisher could break even in the current year.

The high start-up cost of this channel will inevitably affect profits for the next two or three years. "Nobody need doubt that thereafter the group will have adjusted to the changed conditions," says Mr Freeman, and will deliver a level of profit sufficient to finance its further development and properly reward those who invested in it.

Trading profits for the year at £5.85m, repeating the total at 10.669. Earnings per share are given as 19.2p (24.63p).

Advertising revenue in the television company showed "a useful increase" in the first three months of the current financial year, says Mr Freeman. He adds that there are still a large number of unanswered questions related to the substantial cost of the introduction of the fourth channel in 1982.

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The publishing subsidiary, Hutchinson, did well to reduce its losses of last year by more than 50 per cent, according to Mr Freeman. He says losses will be further significantly reduced

by the take place in these areas, Mr Frankel says.

Trade and Kearns-Richards are the two major machine tool manufacturing divisions, should both trade profitably in the second half of the year. Both companies have achieved significant orders in the U.S. and their previous investments in overseas marketing resources are now bearing fruit, he says.

The U.S. companies performed well and are continuing to grow, but the remaining Canadian operation, Williams Machinery in Vancouver suffered badly from recent lumber strikes, followed by a strike in the Canadian factory of Clark, which supplies it with

the historic yield is just under 10 per cent.

Manchester Water meter

The Manchester Water Meter Company, which has been taken over by a consortium formed by Mr Martin Rosehead, Mr Peter Coventry and Mr David Quay, was not previously in receipt of a strike as reported in the Financial Times yesterday.

B & C ahead to £13m at midterm and forecasts around £26m for year

UP FROM £11.36m to £13.14m at mid-year, British and Commonwealth Shipping Company is forecasting an advance in pre-tax profits from £24.19m to around £26.3m for the current year. In this event the directors intend to recommend a final dividend of 7.5p net. This, with the interim of 6p (5.5p) now declared, would lift the total payment from 12.5p to 13.5p.

Turnover for the half-year to June 30 1981 fell from £163.1m to £155.2m and the pre-tax result was in line with expectations. It reflected improved profits of £19.67m against £17.65m by shipping, aviation and other activities, and a cut in interest payable from £7.25m to £5.38m. These plus factors were partially offset by a fall in the share of associates from £5.53m to £3.51m, and the depreciation charge remained virtually unchanged at £10.3m (£10.7m).

Group tax took £3.95m (£2.09m) and that of associates absorbed £29.000 (£1.79m). This

HIGHLIGHTS

Lex looks at the latest figures from Ultramar where net profits are up from £53.8m to £68.3m for the nine months. The results are better than expected and the company continues to plough ahead with its ambitious capital expenditure plan. Meantime British and Commonwealth Shipping closed the books on a half year showing a £1.7m pre-tax gain to £13.1m. Expectations are now running for a small full-year improvement. Lex then moves on to look at four of the largest Japanese securities companies which reported their figures for the year ended last September. Profits are sharply higher in all cases thanks to an increase in the volume of business on the Tokyo stock market and higher underwriting profits on new issues. Finally the column considers the implications of the large oversubscription for the Exco issue which closed yesterday.

left net profits at £8.35m (£6.16m). An analysis of operating share at 24.8p (18p). After profits of £9.4m (£5.88m) shows minority profits of £1.31m shipping £2.14m (£0.61m); air (£1.32m); the attributable £2.5m (£1.58m); balance came through at £0.04m aviation support services £2.17m

(£1.57m); hotels £11.200 (£250,000) loss; office equipment £739,000 (£1.98m); other activities £151,000 (£915,000) and profit on sale of ships £1.86m (£1.1m).

On outlook the directors say pre-tax profits will show an improvement over those of last year. It is anticipated that the second half result will be little different from that of the first.

Meanwhile, indications at Caledonia Investments, which holds 49 per cent of B & C Shipping, points to a pre-tax profit for the current year in line with last year's £4.14m. Those for the six months to September 20 1981 showed an improvement from £2.1m to £2.29m. The net interim dividend is raised to 6p (5.5p); last year's total being 13.5p.

The directors report that mid-term results reflect some improvement in trading performance by the two industrial groups, but conditions remain difficult, particularly in engineering activity. Turnover for the period rose from £5.88m to £7.15m. Franked investment income increased to £2.01m, but unfranked was lower at £1.02m (£1.54m).

Interest received totalled £50,000 (£54,000), that payable on loan capital took £80,000 (same) and depreciation absorbed £125,000 (£115,000). After tax of £720,000 (same) the net profit turned in at £1.57m (£1.38m) and earnings per 25p share advanced from 7.4p to 8.6p. There were minority profits of £25,000 (£5,000 losses) and the attributable balance increased from £1.36m to £1.52m.

See Lex

Pre-tax profits of Amber Industrial Holdings rose sharply from £24,000 to £127,000 for the six months to September 30, 1981, despite marginally lower turnover of £2.32m, compared with £2.42m.

The improvement arose principally as a result of a better trading performance by the company's subsidiary, Abersul, and a reduction in financing charges as borrowings to finance capital expenditure have been progressively reduced. The directors

point out that it is too early to make any firm prediction of the likely outcome for the year with trading conditions remaining difficult.

However, they say although taxable profits in the second half are unlikely to equal those of the first six months the total for the year will show a "welcome improvement" — for 1980-81 the taxable surplus emerged lower at £102,000.

As forecast in the chairman's annual statement the company is to begin paying dividends at Caledonia Investments.

RESULTS BETTER than expected by the board a year ago are reported by LWT (Holdings) for the year to July 26 1981 in spite of the difficult circumstances. Pre-tax profits climbed from £3.06m to £4.26m on turnover £19m higher at £99.7m.

The group's performance was led by London Weekend Television, says Mr John Freeman, chairman of this independent TV programme contractor, book publisher and tour operator.

The final net dividend is held at 5.5p, repeating the total at 10.669. Earnings per share are given as 19.2p (24.63p).

Advertising revenue in the television company showed "a useful increase" in the first three months of the current financial year, says Mr Freeman. He adds that there are still a large number of unanswered questions related to the substantial cost of the introduction of the fourth channel in 1982.

The high start-up cost of this channel will inevitably affect profits for the next two or three years. "Nobody need doubt that thereafter the group will have adjusted to the changed conditions," says Mr Freeman, and will deliver a level of profit sufficient to finance its further development and properly reward those who invested in it.

Trading profits for the year at £5.85m, repeating the total at 10.669. Earnings per share are given as 19.2p (24.63p).

The publishing subsidiary, Hutchinson, did well to reduce its losses of last year by more than 50 per cent, according to Mr Freeman. He says losses will be further significantly reduced

by the take place in these areas, Mr Frankel says.

Trade and Kearns-Richards are the two major machine tool manufacturing divisions, should both trade profitably in the second half of the year. Both companies have achieved significant orders in the U.S. and their previous investments in overseas marketing resources are now bearing fruit, he says.

The U.S. companies performed well and are continuing to grow, but the remaining Canadian operation, Williams Machinery in Vancouver suffered badly from recent lumber strikes, followed by a strike in the Canadian factory of Clark, which supplies it with

the historic yield is just under 10 per cent.

They had also attributed the decline (from £1.14m to £1.44m at the pre-tax level) to a reduction in margins as companies endeavoured to run down stocks.

The board remained confident over the company's future prospects, Mr Farmer emphasised.

However, he said that comments in reaction to the first half figures did not seem to reflect the qualifications expressed in the accompanying statement.

Mr Farmer told a presentation to investment managers in Edinburgh that trading continued to be extremely difficult and would be compounded by the additional winter overheads required.

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Mr Farmer told a presentation to investment managers in Edinburgh that trading continued to be extremely difficult and would be compounded by the additional winter overheads required.

He said: "There is what happened in our case and it seems sensible to query an arrangement which penalises the television industry and the economy generally," he said.

An agreement covering so long a period is highly compli-

cated. We still have some way to go, but I would like to emphasise once again our determination to contribute to the success of the fourth channel in Wales," he said.

Lord Harlech also returned to the theme of lost revenue and production because of the way Exchequer levy was now imposed, reducing the company's opportunities to make programmes for the world market. "It was already proving

costly for HTV to retain its normal share of ITV's advertising revenue, he said.

HTV's assumption was there could be no recovery in the UK economy before the middle of 1982 at the earliest.

Lord Harlech said he had hoped to be able to report the satisfactory conclusion of negotiations with the Welsh Fourth Channel Authority on the provision of Welsh language programming over the next eight years.

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Updates and Markets

UK COMPANY NEWS

Upturn by
Prince of
Wales Hts.

PRE-TAX PROFITS of East Midland Alloys Free remained static at £1.85m compared with £1.87m for the 28 weeks to October 10 1981 despite a sharp rise from £7,000 to £284,000 in net interest receivable which arose mainly from the proceeds of the rights issue last December.

Although the net interim dividend is maintained at 1.15p turnover of the Southport-based group from its regional centres totalled £4m for the period to July 1, up from £3.19m. It is eating the interim dividend at 1p net per 25p share, last year having been 1.75p from a taxable surplus of £209,424.

Tading conditions in the first half continued to be very difficult, the board says. special factors, including loss revenue during refurbishment part of the chain, had pressed results for the 1980/81 period with consequent higher cost. These have now been curtailed from £300,313 to £7,245. No tax was paid this time or

Herman Smith up to £0.73m

RISE in second-half taxable profits from £416,000 last time to £8,000 gave Herman Smith a 1-year figure to end-June 1981 £731,265, compared with £3,038. Turnover for the 12 months climbed from £8.11m to £9m. The directors of this manufacturing and electrical engineer in however, that since the end June there has been a down in demand and it is likely that profits will be tched in the current year. There was a tax credit for the ar of £308,770 (£283,582 ar) and stated earnings per share were £0.10m down on an adjusted 3.15p to 14.5p. The dividend total is effectively reduced to 0.5p (0.36p adjusted 1-for-2 scrip) with a final of £0.50.

BEJAM

At the AGM of Bejam Group John Aphotop chairman saiding was very satisfactory. A group had opened four extremely successful sites in Scotland besides new stores at Dersham, Winton, Staines, and sites at Waltham Cross, Godalby and Basingstoke. The key to the first half's profit will be Christmas trading and was reasonably optimistic.

EMAP static at £1.88m after six months

PRE-TAX PROFITS of East Midland Alloys Free remained static at £1.85m compared with £1.87m for the 28 weeks to October 10 1981 despite a sharp rise from £7,000 to £284,000 in net interest receivable which arose mainly from the proceeds of the rights issue last December.

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Electra Investment improves

GROSS REVENUE of Electra Investment Trust moved ahead from £3.5m to £4.55m for the half year to September 30, 1981 and after-tax earnings emerged at £2.18m, compared with £1.93m.

The net interim dividend is raised from 1.15p to 1.45p net, to reduce disparity, and the directors at present consider that they should be able to recommend a final of not less than the 1.585p paid for 1980-81.

The directors expect the company to move into profit in the next 12 months. They point out that the immediate outlook for the group is hard to predict, but add that a significant acquisition is likely to be completed immediately before the year end, which will have a

during the half year from £20.83m to £24.76m, but trading profits slipped to £1.95m (£1.87m). Tax took £753,000 (£749,000), leaving the net balance at £1.13m (£1.12m).

Stated earnings per 25p share declined from an adjusted 5.3p to 4.6p.

Figures of an overseas associate were not included in the results but these were not considered to be significant.

Commenting on the half-year, Mr Rogers says that although the results represent an acceptable performance in the current economic climate they were, nevertheless, depressed by an underlying decline in the profitability of the group's provincial newspapers.

He explains that all categories of advertising were down in volume, compared with a year

ago, with a 9.7 per cent drop overall. Although income rose by 6 per cent because of higher advertising rates, costs increased by over 9 per cent and profits were subsequently lower.

It is pointed out that provincial newspapers are facing mounting competition for advertising business — particularly from the rapidly-expanding free sheets.

National publications maintained their performance at last year's level — Motor Cycle News and Smash Hits both substantially increased their profits. A bi-monthly publication, Fleet News, was acquired during the half-year.

Sales revenue in contract printing increased by 9 per cent and costs were held below this level. Profit from the group's pre-print operation also improved.

In retail the travel company's profits were reduced by lower margins and a reduction in the volume of business travel — this is unlikely to improve until economic conditions pick up.

Go-Places (Travel) of Norwich has been acquired for £65,000 which will be met by the issue of "A" ordinary shares. A news agency has been added to EMAP's stable and that division has managed to hold up its share in a shrinking market, providing three-fifths of trading profits. The company is still sitting on £3.8m in cash and it is unable to find a "suitable" acquisition. Shares unchanged at 25p offer a prospective yield of less than 6 per cent, assuming the final is held. If the Peterborough strike is settled quickly, the company should clear at least £2.5m for the full year, which indicates a prospective rating of about 13.

Production has been halted at the group's Peterborough site because of an inter-union dispute. The Printing Industries Committee of the TUC is examining the issues, and it is hoped that resumption of work will take place as soon as possible.

● comment

EMAP's six year's of profits growth has pulled to a halt. Trading profits have sunk by 15

per cent with interest income from last year's rights issue holding the pre-tax profit line steady.

Newspapers' contribution have sunk again, this time by a third to £342,000. Costs rose by 9 per cent in the six months and the outlook for the second half is not bright. A few more magazines have been added to EMAP's stable and that division has managed to hold up its share in a shrinking market, providing three-fifths of trading profits. The company is still sitting on £3.8m in cash and it is unable to find a "suitable" acquisition. Shares unchanged at 25p offer a prospective yield of less than 6 per cent, assuming the final is held. If the Peterborough strike is settled quickly, the company should clear at least £2.5m for the full year, which indicates a prospective rating of about 13.

Allnatt London increases

A rise in pre-tax profits was shown by Allnatt London Properties from £2.83m to £3.5m for the half year to September 30, 1981.

The total for net rent and other income, less property expenses, amounted to £4.39m, compared with £3.69m previously.

The group carries on business in civil engineering, building and property development, ship repairing, shipping and trans-

In the last full year, the loss before tax was £122,790 on turnover of £14.12m.

There was again no charge for taxation for the half year. After an increased minority credit of £26,100 (£13,100) and preference dividends of £6,500 (same) the attributable loss emerged at £299,400 (£258,400).

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Chas. Clifford reshape with £1.8m rights

THE BOARD of Charles Clifford Industries, the loss-making metals group, is reorganising the corporate structure and is to mount a £1.8m rights issue. The changes are being implemented to improve the company's ability to raise long-term capital and the rights issue is mainly intended to reduce borrowings.

In a circular dispatched to shareholders Charles Clifford Industries says that on October 23 1981, the latest practicable date before the publication of the circular, the company's bank borrowings stood at some £2.43m.

"Your directors have been considering for sometime means by which the levels of borrowings might be reduced. This can only be achieved in the short term by a disposal of profitable assets under adverse conditions or the raising of long-term funds."

BANK RETURN

	Increase ↓ or Decrease ↓ for week
Wednesday Nov. 11 1981	
BANKING DEPARTMENT	
Liabilities	£
Public Deposits	14,552,000
Bankers Deposits	514,020,628
Reserve & other Accounts	1,454,055,720
	2,025,069,605
Assets	£
Government Securities	545,145,089
Capital & other Accounts	1,014,274,726
Premises Equipment & other Secs.	458,074,726
Notes	10,951,787
Coin	265,814
	2,025,069,605
	77,569,406

ISSUE DEPARTMENT

	£
Notes issued	10,575,000,000
In Circulation	10,564,048,813
In Banking Department	10,951,787
Assets	11,015,100
Government Debt	7,512,451,293
Other Government Securities	5,051,555,607
Other Securities	726,812,096
	701,812,096
	10,575,000,000
	25,000,000

Martonair

Salient points from the statement circulated by Mr. Ronald Cartwright:

* In common with the majority of U.K.-based engineering companies, we have experienced a difficult year in which a general reduction in world wide demand has been accompanied by a relatively high value of sterling. As a consequence, the profit for the year before taxation decreased to £4.07 million as compared with £6.1 million in the previous year. We estimate that profits would have been approximately £900,000 higher if exchange rates had remained at the same level as in the previous year.

* A final ordinary dividend of 5.65 p per share is proposed, making a total ordinary dividend of 7.6p per share for the year, maintaining the same dividend as last year.

* Group turnover was down from £39.1 million to £36.4 million of which 75% was in respect of direct exports from the U.K. and sales by overseas subsidiaries. In the U.K. there has clearly been a substantial reduction this year in the size of the overall market for pneumatic control equipment. Many of our customers have been seriously affected by high interest charges and adverse exchange rates and our turnover decreased from £10.1 million to £9.1 million.

* The more realistic alignment of sterling in recent months against the European currencies is proving beneficial and this factor, coupled with our strong balance sheet and the wide spread of our business, gives us good grounds for anticipating a return to a satisfactory growth pattern as soon as there is a significant resumption of demand.

MARTONAIR INTERNATIONAL p.l.c.

Manufacturers of pneumatic control equipment

Further expansion into exhibitions

Year to June	1981	1980
Profit before taxation	£354,179	£327,036
Dividends per share (net)	3.70p	2.70p
Earnings per share	10.90p	10.39p
Net Assets per share	50.50p	38.13p

- Once again we have achieved an advance in profits and a substantial increase in dividends.
- The entry into the exhibition furniture hire field has been very successful and we are now involved in most exhibitions in the U.K.
- The Shipping Division has expanded and is now supplying a group of services on the North Atlantic.
- We are continually investigating ways and means of exploiting and expanding our existing services, both in shipping and furniture hire.

John Delaney, Chairman

MEDMINSTER
PUBLIC LIMITED COMPANY
Furniture Hire, Shipping and Freight Agents

Pritchard EGM approves acquisition

At the Pritchard Services Group extraordinary general meeting yesterday the resolution to approve the proposed acquisition of National Medical Consultants was duly passed.

A further announcement will be made as soon as the other conditions, including the expiration of the further waiting period under the Hart Scott Rodino (U.S. anti-trust) notification procedure, have been satisfied.

Mr Harvey Ross sells shares in two holdings

Yorkshire businessman Mr Harvey Michael Ross has reduced his holding in two of the public companies.

Mr Ross has reduced his holding in Standard Fireworks from 10.2 per cent to 7.9 per cent—equal to 199,914 shares. His holding in H. Goldman has gone down from 564,016 to 544,016, representing a 2.35 per cent stake (24.52 per cent).

Hallite repeats forecast

Mr J. Gordon, the chairman of Hallite Holdings, says, in a further letter rejecting the General Tire bid, that Hallite's profit forecast for the year to May 1982 will fully substantiate his statement that trading for the current financial year is expected to be most encouraging.

GRANGE TRUST

In connection with the offer by Courtaulds Pensions Common Investment Fund for the ordinary stock units of The Grange Trust, it is estimated that if the formula net asset value (details of which are contained in the formal offer document) had been calculated on November 11 1981, it would have amounted to approximately 15.65p per ordinary unit.

D.A.D. Properties — Folio Homes, together with its nominees—City of Dublin (Nominees) and Irbano Nominees—and associates, own and

control 920,000 ordinary, which were purchased during the course of this year (6.3 per cent approximately).

Mitchell Somers — Throgmorton Trust has sold the whole of its 8 per cent holding of 1,342,661 shares.

Tanks Consolidated Investment—Between midday on November 9 and up to midday on November 11 1981, after charging 145,000 of non-recurring trading expenses, and on turnover of £24.1m (£4.04m for 1980). Net assets at July 31 were £1.52m, excluding a property surplus of £10.313 arising from a revaluation since that date.

Archimedes Investment Trust — A. W. F. Claperton has reduced his interest in the capital shares to 130,000 (10.61 per cent of those in issue and 7.07 per cent of the total issued share capital).

Alexander Howden—Alexander and Alexander Services have bought 75,000 Alexander Howden shares at 144.5p, making holding 5,425,000 shares (5.95 per cent).

Bertam Consolidated Rubber Company—Johore State Economic Development Corporation holds 3,936,500 ordinary shares (19.682 per cent).

Alexander Howden Group—

Alexander and Alexander Services bought 50,000 ordinary at 143p on November 10 1981, and now holds 5,350,000 (5.81 per cent).

Black and Edgington—A non-beneficial interest of Mr D. C. Black arising through his wife as a trustee has been terminated by the final vesting of 90,000 ordinary stock units in a beneficiary.

Ex-Lands — Janiar has acquired further 10,000 shares and now holds 407,000 shares (9.12 per cent).

Reeshaugh Company — the beneficial interest of Mr D. M. Denton, Manchester. The company is principally concerned with building houses and flats for housing association and local authorities.

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GRANGE TRUST

In connection with the offer by Courtaulds Pensions Common

Investment Fund for the ordinary stock units of The Grange Trust, it is estimated that if the formula net asset value (details of which are contained in the formal offer document) had been calculated on November 11 1981, it would have amounted to approximately 15.65p per ordinary unit.

D.A.D. Properties — Folio Homes, together with its nominees—City of Dublin (Nominees) and Irbano Nominees—and associates, own and

control 920,000 ordinary, which were purchased during the course of this year (6.3 per cent approximately).

Mitchell Somers — Throgmorton Trust has sold the whole of its 8 per cent holding of 1,342,661 shares.

Tanks Consolidated Investment—Between midday on November 9 and up to midday on November 11 1981, after charging 145,000 of non-recurring trading expenses, and on turnover of £24.1m (£4.04m for 1980). Net assets at July 31 were £1.52m, excluding a property surplus of £10.313 arising from a revaluation since that date.

Archimedes Investment Trust — A. W. F. Claperton has reduced his interest in the capital shares to 130,000 (10.61 per cent of those in issue and 7.07 per cent of the total issued share capital).

Alexander Howden—Alexander and Alexander Services have bought 75,000 Alexander Howden shares at 144.5p, making holding 5,425,000 shares (5.95 per cent).

Bertam Consolidated Rubber Company—Johore State Economic Development Corporation holds 3,936,500 ordinary shares (19.682 per cent).

Alexander Howden Group—

Alexander and Alexander Services bought 50,000 ordinary at 143p on November 10 1981, and now holds 5,350,000 (5.81 per cent).

'INDEPENDENCE' PROPOSAL TO FTC

Mobil move to speed Marathon bid

BY PAUL BETTS IN NEW YORK

MOBIL is attempting to maintain the momentum in its efforts to take over Marathon Oil by proposing to the U.S. anti-trust authorities that they let it go ahead with the acquisition before they complete their review of the proposed merger.

In a move to speed up the anti-trust review process, Mobil is understood to have told the Federal Trade Commission that it would keep Marathon independent for 180 days while the FTC investigates the merger. In this way, Mobil would be able to acquire Marathon but then delay merging the two companies

until all anti-trust problems are sorted out. Mobil has offered \$85 a share for two-thirds of Marathon Oil's shares in a deal worth \$3.4bn. Mobil then plans to acquire the remaining shares tendered until the Court rules on Marathon's application for a preliminary injunction against the bid on anti-trust grounds.

But Marathon continued to oppose Mobil's hostile advances this week. Marathon is currently seeking to block Mobil's bid on legal grounds, but Mobil so far appears to have a small edge in the legal battle.

On Tuesday, a Federal Judge

lifted a temporary restraining order preventing Mobil from going ahead with its tender offer. He said, however, the giant oil company was still barred from buying any shares tendered until the Court rules on legal grounds.

It has already drawn down a \$5bn credit line negotiated earlier this year and it is understood to be searching actively for a possible "white knight." The company, the country's 17th largest oil group, has also indicated that it is considering making a tender offer for its own shares in a further play to stop Mobil.

U.S. recession hits Genstar returns

By Robert Gibbons in Montreal

GENSTAR, the Vancouver-based real estate development financial services and construction group, earned C\$3.2m (US\$2.62m) or C\$1.90 a share in the first nine months, against C\$9.2m or C\$3.01 a share in the corresponding period last year.

Revenues were C\$1.6bn against C\$1.5bn. The company recently took control of Canada Permanent Mortgagors, a major Toronto-based financial services institution. The largest single holder in the Genstar group is the Societe Generale de Belgique of Brussels with 16 per cent of the voting shares.

The company attributes lower results to the North American recession, which adversely affected the real estate and construction subsidiaries.

Operations in Western Canada held up but building supplies and real estate operations in the Western U.S. showed losses in the third quarter.

Poor conditions are expected to affect results for some months, despite declining short-term interest rates.

However, in the fourth quarter several important real estate transactions will be completed and results for this period will lift earnings for fiscal 1981 to a level exceeded only by 1979 and 1980.

In fiscal 1980, Genstar's earnings increased from US\$1.06m to \$1.29m or \$3.65 a share. The directors have previously warned of lower earnings in the second half of this year, reflecting the setback in North American land and real estate industries which are the source of nearly half Genstar's earnings.

Becton Dickinson shows growth

BY OUR FINANCIAL STAFF

AN IMPROVEMENT in profit margins during the final quarter of fiscal 1981 enabled Becton Dickinson, the New Jersey-based medical and hospital supply group to meet Wall Street's forecasts for the year.

Net earnings maintained growth in the final three months of the fiscal year to produce a 17 per cent gain to \$75.9m or \$3.61 for 1981. This was despite a slight slowdown in sales which gained only 13 per cent to \$1.06bn.

Wall Street has forecast an improvement in earnings in the current year to around the \$4.15 a share level but the company

had nothing to say on this point. Mr Wesley J. Howe, chairman and chief executive, said this week that because the company has almost completed a programme of costly reorganisational changes and intensive capital spending, he sees annual sales and earnings growth accelerating in the second half of 1982 and moving towards a 20 per cent rate in 1983.

Becton spent about \$150m for capital expenditures this past year, up from \$98m in 1980, and the company expects to spend at least another \$150m in the current year. The largest bulk of the expen-

ditures went towards building costs of a number of plants overseas for the manufacture of the company's medical supplies products. These products are used largely in hospitals and doctors' surgeries.

Foreign businesses which now account for about 30 per cent of group revenue, continued the trend of the past few years of growing at a rate faster than domestic operations. Mr Howe predicted that foreign revenue could account for 40 per cent of total sales "in the foreseeable future" and could reach as much as 50 per cent "down the line."

Home loans sector keeps H. F. Ahmanson in the red

BY OUR FINANCIAL STAFF

DISAPPOINTING third quarter results are reported by H. F. Ahmanson, a leading diversified financial services company which owns Home Savings and Loan Association, the largest association in the U.S. Net profit for the period was \$5.29m, or 22 cents a share, compared with \$10.6m for the same period of 1980. But the latest profit includes an after-tax gain of \$3.4m from the sale of real estate investment properties and the company's head office building.

At the nine-month stage there is a net loss of \$7.59m, or 32 cents a share, compared with a profit of \$35.4m, or \$1.54 a share.

Nine-month revenues totalled \$1.17bn, against \$1bn in 1980, and included third quarter returns of \$425.7m against \$340.9m previously.

The directors state that earnings of the Home Savings and Loan unit fell from \$8.1m to \$1.2m in the third quarter due to the high cost of money and reduced lending activity. For the nine months, Home Savings incurred a loss of \$14.6m compared with a profit of \$34.4m in 1980.

Home's new loans in the quarter tumbled from \$642m a year ago to \$86m and for the nine months from \$1.18bn to \$333m.

Property and casualty earnings for the quarter improved from \$1.3m in 1980 to \$1.9m and for the nine months from \$1.8m to \$3.7m.

Life insurance operations also fared better with earnings here rising from \$1.1m to \$2.4m for the latest three months and from \$3.5m to \$4.7m for the nine months.

MGM Hotels defers plans for project

By Our Financial Staff

MGM GRAND HOTELS is postponing its plans to build a hotel/casino in Atlantic City, New Jersey, because of the present economic and regulatory climate," there, disclosed Mr Fred Benninger, chairman and chief executive officer, in Las Vegas yesterday.

His announcement coincided with the news that earnings at the hotels group, which has been badly affected by the destruction by fire of its Las Vegas hotel/casino a year ago, slipped 14 per cent to \$29m or 9 cents a share for fiscal 1981—much in line with expectations. Revenues of \$232.6m compared with \$207.1m in the previous year but a substantial part of the 1981 total—\$62.8m—came from insurance on the business interruption caused by the fire.

Euromarkets prices were already up 4 points in the morning, but the news that long Treasury bonds opened at 105 bid in, against Monday night's close of 103 1/2, led European traders to mark up prices.

Traders reported substantial buying from the Continent, especially from Switzerland. The cutting of the U.S. prime rate and the fall in six month Eurocurrency rates stimulated further investor interest and one dealer commented: "We are in a major rally now."

In the D-mark foreign bond sector, a lunchtime "wave of buying" was reported in Frankfurt, a phenomenon which was also seen in the domestic bond sector. The DM 100m 10-year Venezuela issue through Westdeutsche Landesbank was priced at par.

Two Japanese convertibles were launched in the Swiss franc sector. A SWF 20m five-year issue was launched through Credit Suisse for Kitz Corporation, a valve maker, while a SWF 20m five-year, four-month issue was led by Swiss Banking Corporation for S. and B. Shokuhin. Both issues carry a 6 1/2 per cent coupon.

A SWF 50m issue for Veltex, a Spanish construction group, was launched by Union Bank of Switzerland. The bonds carry an indicated yield of 8 1/2 per cent and mature in nine years.

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Average price changes... On day +0% on week +2%.

Sweden to raise sterling Eurocredit

By Peter Montagnon, Euromarkets Correspondent

SWEDEN is raising a £150m 10-year syndicated credit through National Westminster Bank. The operation is understood to be the first sterling-denominated syndicated loan for a sovereign borrower since exchange controls were abolished in 1979.

The terms involve margins that are fairly standard by Swedish standards. Sweden will pay 1 1/2 per cent over sterling Libor for the first five years and 1 1/2 per cent thereafter. Repayments begin after five years.

The credit bears a multicurrency option which means that the borrower can draw the funds in several different currencies, but the fact that it is denominated in sterling implies that it intends to use the funds in that currency.

Already this year Sweden has pioneered new borrowing techniques in the Eurocredit market being the first country to raise a major credit denominated in special drawing rights, the currency basket of the IMF. With Chase Manhattan it also introduced more flexible techniques for borrowings related to the U.S. prime rate.

Tapping the Eurocredit market in sterling brings a new dimension to international capital market operations in British currency.

Over the past two years, the Bank of England has steadily opened up the market for such operations, first through a relaxation of the restrictions on sterling floating rate notes, then through the creation of the so-called bulldog bond market, and most recently through the encouragement of foreign bankers' acceptance market.

The bank is now understood to feel that having admitted the principle of capital market operations in sterling, it is up to the market itself to choose the form they should take.

Further gains in Eurobond markets

By Alan Friedman

THE EUROBOND markets moved forward again yesterday with a one point average rise in the Eurodollar sector and a point increase in both the D-mark and the Swiss franc foreign bond markets.

Euromarkets prices were already up 4 points in the morning, but the news that long Treasury bonds opened at 105 bid in, against Monday night's close of 103 1/2, led European traders to mark up prices.

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Honeywell opens talks with French on Cii takeover

By TERRY DODSWORTH IN PARIS

THE FIRST exploratory top-level talks between the French Government and one of the big three foreign companies with interests due to be nationalised started in Paris yesterday with the visit of Mr E. M. Spencer, chairman of Honeywell, the U.S. computer group.

Mr Spencer has seen a number of top officials during his visit, along with M. Pierre Dreyfus, the Industry Minister. His visit was planned a few weeks ago with the aim of giving both sides the opportunity to make their views clear about the French Government's proposals to nationalise Cii-Honeywell Bull, the computer

If Honeywell decides to go ahead, however, it will be able to collect between \$220m and \$270m according to the terms of the original agreement which had a safeguard clause in the event of nationalisation.

The other two foreign companies to be affected by nationalisation plan, the nationalised telephone and Telegraph of the U.S. and the Post Office of West Germany, have not begun detailed talks with French Government. Hoechst has yet to be sure that it is deeply opposed to the state takeover of its 50 per cent stake in Rousset-Uclaf, French pharmaceuticals group.

FTC approves Lafarge U.S. cement bid

By David White in Paris

THE U.S. Federal Trade Commission has authorised a \$225m takeover of U.S. cement producer, by Canadian Cemex Lafarge, the 34 per cent offshoot of Lafarge Copper France.

The go-ahead from the FTC removes the final obstacle to the deal, which will be completed through Cemex Lafarge, the big cement producer in North America.

Lafarge said in Paris yesterday that 4.7m shares, representing two thirds of the total capital of General Portland, already been tendered under a share offer, which expires on Monday.

The U.S. company controls about 7 per cent of the market and its acquisition would double the Canadian group's North American capacity around 13m tons.

HK banks may be freed from some interest curbs

By KEVIN RAFFERTY IN HONG KONG

THE HONG KONG financial authorities are considering freeing banks from some of the restrictions on interest rates, at least for large sums. The move would bring about direct competition between the banks and the new category of licensed deposit-taking companies.

For this reason any such plan would be fiercely contested by the newly formed association linking all deposit-taking companies, the modified scheme which the Hong Kong officials are considering would allow the banks to offer to pay any interest rate on deposits of HK\$500,000 (US\$100) or more and of up to three months maturity.

But this, too, would be contested because the long-term money market is hardly developed in Hong Kong. Most money is lent up to three months with very little beyond six months.

Government officials held the deposit-taking companies as greatly responsible for the huge growth in credit, while banks accused the companies of siphoning off their traditional source of funds.

FT INTERNATIONAL BOND SERVICE

The list shows the 200 latest international bond issues for which an adequate secondary market exists. For further details of these or other bonds see the complete list of European bonds w

Closing prices on November 16.

U.S. DOLLAR STRAIGHTS

	Issued	Bid	Offer	day	week	Yield
U.S. Bl. Hwy. 80 EUA	100	98	100	78	78	7.75% +0.04%
Algemene Bl. 100 EUA	100	95	95	85	85	6.05% +0.03%
Amico Group 125 EUA	100	90	90	88	88	6.05% +0.03%
Amro Bank 125 EUA	100	85	85	90	90	6.05% +0.04%
Amro Bank 125 FF	100	85	85	85	85	6.05% +0.04%
Amro Bank 125 FR	100	85	85	85	85	6.05% +0.04%
Pierian 100, 85 FF	100	85	85	85	85	6.05% +0.04%
Rabobank 120 FF	100	85	85	85	85	6.05% +0.04%
Rebublican 145, 85 FF	100	85	85	85	85	6.05% +0.04%
Air France 145, 85 FF	100	85	85	85	85	6.05% +0.04%
St. America 145, 85 FF	100	85	85	85	85	6.05% +0.04%
St. America 145, 85 FF	100	85	85	85	85	6.05% +0.04%
EIB 145, 85 FF	100	85	85	85	85	6.05% +0.04%
Li Redoute 145, 85 FF	100	85	85	85	85	6.05% +0.04%
OKI 145, 85 FF	100	85	85	85	85	6.05% +0.04%
Solvay C. 145, 85 FF	100	85				

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INTL. COMPANIES & FINANCE

Swiss Volksbank decides against domestic bond

By PETER MONTAGNON, EUROMARKETS CORRESPONDENT

ISS VOLKSBANK, which existing Swiss Volksbank bonds were admitted to losses of Fr 130m in the silver market, decided not to proceed with a Fr 100m bond issue on the domestic market.

Metale said that proceeding with the loan was considered feasible in view of publicity surrounding the silver market and the resignation on Friday of the bank's chief executive, Dr Hans Frey. But it added that no significant financial help developed in a secondary market between

The other two major banks,

Union Bank of Switzerland and Swiss Bank Corporation, which are both forecasting higher profits this year, have stayed with the old structure of 6% per year for three to four years.

Volksbank officials added that there was now no prospect of their bond issue being brought to the market before the end of the year. A decision has yet to be made about applying for a position in the first quarter 1983 calendar.

SBC forecasts record earnings

By JOHN WICKS IN ZURICH

REVENINGS OF Swiss Bank are forecast to reach a record this year, according to Franz Luetolf, the general manager, with the bank's cash holding for and expecting a significant improvement in profits 1981.

On July, SBC—Switzerland's largest bank—forecast that results would be at the same level this year as the Swiss franc 2.36m (Fr 1.5m) for 1980, the third quarter, however, is expected to have

been "somewhat lower" than expected and foreign business is also noted in the current final quarter.

The bank is currently

training growth of its loan

business at home and abroad.

It retains its approximate

10% share of domestic and

equity business in total loans

to clients. Outside Switzerland, SBC is aiming for what it calls "controlled growth."

The bank is to continue its policy of building up the local credit business of its foreign branches. This consists of loans made to clients in the country concerned and refinancing locally. Credit of this kind incur no transfer risk and are therefore not subject to a new Swiss levy of 1.5 per cent on capital conversion requirements.

Introduced at the start of this year, this levy affects all credit business with foreign banks and clients except local loans. Its inception, on top of Switzerland's existing high capital adequacy requirements, is said by SBC to have restricted opportunities for foreign expansion at a time when the dollar has appreciated.

While foreign loans involving

Dresdner to tighten central control

By Kevin Done, Frankfurt

DRESDNER BANK, West Germany's second largest bank, is to restructure its business organisation to tighten central control of its world-wide activities. Dresdner has a total group business volume of DM 1390m (\$71.6bn), including foreign bank holdings, mortgage banks and other domestic banks.

Under the pressures of growing administrative and personnel costs, increasing risks in both domestic and foreign business and the need to move to a consolidated group balance sheet, Dresdner has decided to streamline its headquarters management.

According to Dr Hans Friderichs, the bank's chief executive, the moves—which will begin to take effect from January—are necessary to make the bank better able to meet the challenges of 1982.

The tightening of central control partly results from moves by the West German banking authorities to require German financial institutions to produce a fully consolidated set of accounts.

Under the new structure, approved after a two-day closed session of the Dresdner executive board earlier this week, the bank will create four business divisions and eight headquarters staff groups.

The divisions will be:

- Domestic business, which will include all private and corporate lending business as well as Dresdner's domestic banking subsidiaries and mortgage loans.
- Foreign business, which will take in regional and country responsibilities, European and Asian syndications, export financing, and Dresdner's foreign banking subsidiaries.
- Trading and services, which will take in the presently separate board responsibilities of money market and liquidity management, foreign exchange and precious metals dealing and securities trading.
- Consortium activities, which will include foreign and domestic issues, as well as individual co-operation projects.

Three new central staffs will be created for credit risk analysis and management (on a country, company and industrial sector basis), strategic group planning and financial budgeting and controlling.

This will be in addition to existing staff groups for legal affairs, personnel, the chairman's general secretariat, organisation—including building and property—and accounting.

The German banking sector has come under pressure in the last two to three years to place greater emphasis on profits growth at the expense of a forced expansion of business volumes, which they pursued relentlessly for most of the 1970s.

The forthcoming group consolidation of bank balance sheets itself threatens to squeeze future business growth because of Germany's strict regulations on the ratio of capital to lending, which will in future take in banks foreign as well as domestic subsidiaries.

Dresdner has found itself falling behind its big rival, Deutsche Bank, in the last two years, as its profits fell and last year was forced to cut its dividend by a third.

Commerzbank, the country's third largest commercial bank, confirmed earlier this week that it would not be able to pay a dividend for 1981, the second year in succession it will have missed the payout.

Foreign side to bolster Hochtief profit

By Jonathan Carr in Bonn

"OCHTIEF, the world's largest engineering company, is making a satisfactory profit this year, with strong overseas expansion helping to offset a fall in home business," the company said, noting that turnover had risen 10% to DM 12.6bn (\$5.53bn) from DM 10.6bn and paid an unusual dividend.

An interim report on the first nine months of 1981 says total building revenue at DM 4.24bn was at about the same level as last year, with a rise of 3 per cent at home and a small drop abroad.

The overall order intake for the first nine months totalled DM 3.8bn and orders in hand September 30 were worth DM 4.7bn—both figures slightly lower than a year earlier.

Linde expects unchanged payout after steady year

By Jonathan Carr in Bonn

WEST GERMANY.—Linde, the world's leading producer of fork-lift equipment, has announced a 10% cash dividend for 1981, up from 8% in 1980.

Henry von Münchhoff, managing director, said that earnings had risen about the "very modest" 10% in 1980, when the company had earnings of DM 725m (\$32.5m).

However, the company indicated that profit as a percentage of sales had worsened compared to 1980, with unchanged earnings projected as worldwide sales in the first nine months rose 20 per cent to DM 2.32bn. In 1980, earnings were up 22.6 per cent, while the company's export sales rose by only 8.1 per cent to the 1979 level.

For 1982, Mr Münchhoff said he expected sales to rise between 10 per cent and 15 per cent.

Protest over Swedish proposals

By WILLIAM DULFORCE, NORDIC EDITOR, IN STOCKHOLM

LARS NARSETH, managing director of the Federation of Swedish Industries, and representatives of leading foreign-owned companies yesterday protested to Mr Nils Lofving, the Industry Minister, at Government plans to introduce new laws on the establishment of foreign-owned companies.

He delegation handed Mr Lofving a letter asking him to postpone special controls for foreign companies and instead to concentrate on implementing measures to stimulate industrial growth and investment.

The Government has been under pressure from the trade

on to act on a report com-

missioned by the Ministry of Justice, which was submitted by legal experts in 1978. The experts disagreed but a majority recommended the introduction of greater controls on foreign concerns.

Swedish industry has consistently opposed any discrimination against foreign investment for fear that it could provoke reprisals against Swedish companies with larger operations abroad. Swedish investment abroad has been roughly four times as large as foreign investment in Sweden in recent years.

Mr Narseth said yesterday that the foreign companies in Sweden had been increasing employment, had sustained higher profitability and invest-

ment than the rest of industry and made a major contribution to exports. Sweden needed the advanced technology brought in by the foreigners.

The major foreign companies in Sweden are owned by Exxon, International Telephone and Telegraph, Philips and International Business Machines.

Mr Carl-Hugo Bluhme, IBM's Swedish managing director, said nearly half his subsidiary's 1980 sales of SKr 2.8bn (\$510m) had gone to exports.

Mr Aasling told the delegation that the Government wanted to "freshen up" legislation dating back to 1918. The federation's interpretation of Government intentions was only slightly pessimistic, he added.

Iveco sees growth in U.S. sales

By KENNETH GOODING, MOTOR INDUSTRY CORRESPONDENT

SALES of Iveco, Europe's best commercial vehicle manufacturer, will reach around 60 units compared with 1,700 in 1980, according to Sig Giorgio Manina, the managing director. Sales would jump to 5,000 next year at which point volume would be at a level to justify an assembly in the U.S.

Iveco is known to have had discussions with a number of producers, possibly seeking a joint assembly venture. Unit sales in the U.S. have pushed up by the introduction of an Iveco chassis cab, which local companies can fit their own van bodies. These are the only vans with diesel engines so far available in the U.S., although it is rumoured that Chevrolet intends to do so soon.

Iveco will produce, in all, 10,000 to 12,000 commercial vehicles over three tonnes across the year, against 10,600 in 1980.

Sig Manina said at the British motor show that Iveco did show profits for 1981 and it even though next year was to be much tougher the truck business should better than break even in 1982.

Although it was formed six

years ago, Iveco has never produced any details of its total losses but has announced the results of the individual manufacturing companies—Fiat commercial vehicles in Italy, Unic in France and Magirus in West Germany. However, a consolidated balance-sheet is promised for this year.

The results of the sales companies around the world have never been given by Iveco, which is registered in Amsterdam.

However, the parent group, Fiat, is making preparations for some of Iveco's shares to be quoted on stock markets around the world within a year or so and Sig Manina has obviously set himself the task of getting the company better known.

Iveco still intended to inject fresh capital into Iveco this year

to help reduce its debts, Sig Manina said.

He reported that Iveco pumped DM 150m into its subsidiary last year to recapitalise it. Sig Manina indicated that the UK was a key market for Iveco and the group intended to capture at least 5 per cent of total sales of vehicles over 3.5 tonnes.

Iveco is in the final stages of negotiations with its local partners about a joint project to make heavy trucks and buses in Egypt. Currently the Nasco company produces medium weight Iveco trucks and some engines under licence. The cost of the joint venture would be around DM 150m (\$65m), not necessarily shared equally between the partners.

Manina said at the British motor show that Iveco did show profits for 1981 and it even though next year was to be much tougher the truck business should better than break even in 1982.

Although it was formed six

These securities having been sold, this announcement appears as a matter of record only.

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The Amb European Financial Management Co. S.A.K.-AREF

Arab Financial Consultants Company S.A.K.

Arab Hellenic Bank S.A.

Arab International Securities Limited

The Arab Investment Company S.A.A.

Banque Andi S.A.L.

Banque Andi (Suisse) S.A.

Banque de l'Indochine et de Suez (Bahrain O.B.U.)

Banque Intercontinentale Arabe

Banque de Paris et des Pays-Bas, Bahrain O.B.U.

Chicorp International Group, Bahrain O.B.U.

Crédit Commercial de France (Moyen-Orient) S.A.L.

European Arab Bank

The Hongkong Bank Group

Banque S.A.

Intra Investment Company S.A.L.

Kleinwort, Benson (Middle East) E.C.

Kuwait Pacific Finance Company Limited

Kuwait French Bank

Lloyds Bank International Limited, (Dubai Branch)

Merrill Lynch International and Co.

The National Bank of Kuwait S.A.K.

The National Commercial Bank of Saudi Arabia

National Westminster Bank Limited, (Bahrain Branch)

Qatar National Bank S.A.Q.

Saudi Arabian Investment Company Inc.

Scandinavian Bank Limited, (Middle East Branch, Bahrain)

J. Henry Schroder and Co. S.A.L.

Société Bénacaire Arabe

Société Générale, Bahrain O.B.U.

UBAN—Arab Japanese Finance Limited

Union Méditerranéenne de Banques

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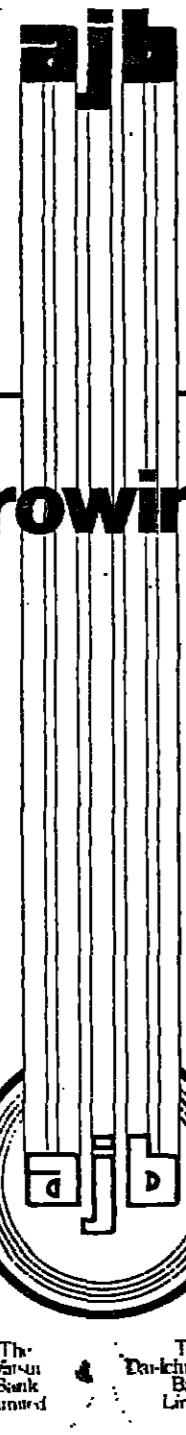
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Companies and Markets

INTL: COMPANIES & FINANCE

Richard C. Hanson examines the Japanese side of a growing car making partnership

How Honda sees BL

HONDA MOTOR and BL are taking their budding relationship a step further with the announcement that they intend to collaborate on a new executive class car. Yet, both companies dismiss the idea of any future capital connection.

Mr Ray Horrocks, chairman of BL Cars, enthusiastically described the new project yesterday as "even more significant" than the one which produced BL's surprisingly successful new Triumph Acclaim. The Acclaim was based on a Honda car known in Japan as the Ballade.

The "XX" project, as it is dubbed here, is the start of a "true two-way partnership," Mr Horrocks said. "Each side has much to learn from the other," added Mr Kiyoshi Kawashima, Honda's president.

Indeed there does appear to be greater potential for equal sharing than with the Triumph Acclaim, where Honda traded its technology most it seems for a leg up in the European market.

This time Honda will be getting from BL expertise and experience in larger, more expensive quality cars. Honda has long been keen to upgrade its still rather limited range of models. The "executive" class car envisaged in the new joint project would fill the bill well.

So far Honda is known to have worked on new larger cars and engines, but it has yet to make any clean break from the smaller (and less profitable) end of the market in which it built its passenger car reputation.

ment would give Honda a further entry into the European and UK markets. A key principle of the "letter of intent" signed here yesterday is that BL and Honda will derive "distinctive and separate" models from the XX project. Under the initial plan, BL will produce the Honda version in the UK for sale through Honda's own British and European sales networks.

Honda will in turn produce the BL model for sale through the BL network in Japan. BL candidly admits that its Japanese network, centred on high priced Jaguar sales, is, however, less than adequate as it stands.

BL is obviously more anxious for the benefits of collaboration than is Honda. The prime advantage for BL in this next phase is once again that shared development is less costly than going it alone, which must remain the prime consideration while BL rebuilds itself financially.

Honda's chief executive emphasised in his statement that the decision to attempt such an ambitious joint project may prove a milestone for the world motor industry, as well as his company's relationship with BL.

"I believe that joint development and manufacturing between the two companies is not only unique, but also shows the way for future international collaboration. In this sense I believe the latest agreement... is of the greatest significance," Mr Kawashima said.

Honda's newest model, a 1200 cc City introduced last month at the Tokyo Motor Show, is in fact a throwback towards the small cars which it phased out of production years ago.

At the top of the Honda line are two 1800 cc cars, three 1600 cc cars and the Ballade (which was modified into BL's 1300 cc Triumph Acclaim).

Mr Kawashima said the new XX car would be bigger than any of the current range. It was described as being in the same class of models as those which Audi and BMW export to the North American market.

In addition to the opportunity to share in BL's expertise in large car production, the agree-

Earnings surge at National Bank of Australasia

BY GRAEME JOHNSON IN SYDNEY

THE NATIONAL Bank of Australasia has broken the AS100m profit barrier with a 33.7 per cent rise in earnings to AS101.4m (US\$114m) in the year to September 30, one of its best results. The final dividend has been lifted by 1 cent to 11 cents a share.

With the chill wind of the Campbell inquiry into the Australian financial system blowing down the bank's back and suggestions of a windfall tax on bank profits, the directors were quick to point out the bumper

profits did not just come from higher interest rates.

National does not break down earnings from its trading and savings banks but there is no doubt that the trading bank operation would have turned in an even better performance before poorer savings bank earnings pegged back the total banking increase from AS55.4m to AS77.16m.

National increased profits as a percentage of shareholders' funds from 15.2 per cent to 17.8 per cent.

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Foreign investors boost Japanese securities houses

BY YOKO SHIBATA IN TOKYO

JAPAN'S four largest securities houses—Nomura, Nikko, Daiwa, and Yamaichi—lifted their earnings sharply in the full fiscal year ended September 30, 1981, boosted by a strong increase in orders from foreign investors and commission income from underwriting public issues of equities.

The top four securities houses benefited from a steep increase in stock brokerage income earned from business placed by foreign investors.

During the Tokyo stock market rally earlier this year, Japanese corporations carried out a large number of public issues of new shares. Total value of these increased to Y1,700bn (US\$7.4bn) on the domestic market, sharply boosting the securities firms' income from underwriting.

The Japanese bond market collapsed in the latter half of the fiscal year, partly in response to high U.S. interest rates. As a result, the securities firms' profits on bond sales

stayed at the previous year level.

Nomura's brokerage fees on stock transactions increased by 45 per cent. The company's income was up 38 per cent for Nikko (to Y22.4bn), up 44.8 per cent for Daiwa (Y31bn); and rose 11.4 per cent for Yamaichi.

The stock market rally a

increased income from many dealings in stocks which rose 9.7 per cent for Nomura (Y47.7bn); increased 21 per cent for Nikko (to Y22.4bn); and 44.8 per cent for Daiwa (Y31bn); and rose 11.4 per cent for Yamaichi.

As a result, Nomura's operating profits reached the Y100 billion level, making it the Japanese financial institution do so. Nomura, Daiwa, and Yamaichi posted record operating profits.

RESULTS OF SECURITIES COMPANIES

Year to September 30-Ybn

	Nomura	Nikko	Daiwa	Yamaichi
Revenue	286	192.2	158.34	122.2
% change	+ 27.7	+ 22.8	+ 31	+ 26
Operating profits	100.53	48.42	41.45	30
% change	+ 41.9	+ 24.8	+ 53.4	+ 32
Net profits	44.75	23.71	19.45	13.1
% change	+ 35.5	+ 29.4	+ 56.6	+ 30

Results of finance arm promise gain for ANZ

BY OUR SYDNEY CORRESPONDENT

taking its banking operations into consideration, and is set to establish a record profit.

The group's three finance units last year provided a \$4.42m of group profits. ANZ's latest profit surpasses the highest, previously earned by its parent, the Bank of Adelaide.

Taking its other non-bank subsidiaries into account, ANZ is likely to have almost \$83m of profits under its belt before the year is out.

FCA had no outstanding profit at September.

October 1981

This announcement appears as a matter of record only.

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THE COLUMBIA GROUP

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FINANCIAL TIMES SURVEY

Friday November 13 1981

an, with its strategic location in the region, has much to offer its allies. From the tern viewpoint, it holds somewhat different political views to other Arab states in the region. Oman gives priority to what it sees as the imminent Soviet threat to the security of the region, rather than to Israel.

Sultante's increasing importance in the Gulf

PATRICK COCKBURN

AFTER the revolution in pictures of the Strait of Hormuz began to appear regularly on Western television, the entrance to the Persian Gulf was identified as the choke point where the flow of OPEC's oil could be stopped. Undoubtedly this has increased the importance of the Sultanate of Oman whose territory includes the tip of the peninsula on the south side of the entrance to the Gulf. The Soviet invasion of Afghanistan and the election of President Carter in the U.S. have also led to emphasise the significance of Oman as a political and a vital strategic area. Oman has the additional advantage, from the point of view of the West, of holding some different political views to the other Arab states in the Gulf. It gives priority to

what it sees as the imminent Soviet threat to the security of the region rather than to Israel. Sultan Qaboos bin Said, the ruler of Oman, approved the Camp David agreement between Egypt and Israel and maintained diplomatic links with Cairo. A senior Omani officer was killed by the assassins who gunned down President Sadat last month.

This month the efficient Omani armed forces of 21,500 men will take part in operation "Brightstar". This is a military exercise involving Egypt, Sudan, probably Somalia and the U.S. The aim is to prove American ability to send immediate military aid to any of its allies in the region in the event of external attack. American marines will make amphibious landings on Oman's southern shores.

But the manoeuvres will be on a much smaller scale than the Americans originally hoped, involving 1,000 U.S. troops but lasting only one day. There will be no ground manoeuvres. Originally it was expected that 2,000 U.S. troops would be involved and the exercise, to be held in December, would last for several days.

The scaling down of Oman's participation in operation Brightstar is primarily because the Government feels that the publicity surrounding the exercise will do them little good.

The manoeuvres could draw criticism from other Arab states that Oman is aligning itself too closely with the U.S.

At the same time the U.S. is extending substantial military aid to Oman under an access agreement signed last year. This allows the U.S. to use Omani military bases in the event of a crisis in the region. It will, however, need permission to do so ministers in Oman's capital are careful to emphasise. They are also upgrading the airbase at Masirah and other airfields around the country at a cost of about \$200-\$250m. in an operation which will be concluded by 1984.

The plans for these facilities were laid down in June last year when U.S. hostages were still held in Tehran. The Carter Administration believed that it urgently needed access to a reliable ally in the area for the Rapid Deployment Force. The speed with which these facilities are being created is unprecedented outside wartime according to diplomats in Muscat.

Over the next ten years senior Omani officials are hopeful that the U.S. will spend \$1.15bn on military construc-

tion in Oman. This is a very large sum for a country with a population of only about 840,000. Also, the U.S. is to spend more money on project aid under another agreement signed with Oman last year.

The most significant political change in the country over the last two years has been the increased role of the Americans.

This must inevitably diminish the influence of Britain which still supplies over 500 British officers on contract or loan to the Omani Army.

Clearly Oman has much to offer any potential ally. Leaving aside its immediate political concerns, the country has a somewhat different atmosphere from the rest of the Arabian peninsula, possessing as it does a different history and tradition. Despite its long land borders it is almost an island since it is divided from Saudi Arabia by the desert wastes of the Empty quarter, from South Yemen to the west by long-lasting political hostility and has only limited links with the United Arab Emirates. It has no ambitions to become an international centre like Dubai or Kuwait. In addition few of the 150,000 immigrants in Oman come from the rest of the Arab world. Most are Indians or Pakistanis.

Oman also differs from most of the rest of the Arabian peninsula through its links with Africa and India. In the 18th century the Al bu Said dynasty had made Muscat the main trading entrepot of the Gulf and up to 1856 also ruled Zanzibar. The interior of Oman was controlled largely by the tribes and the local spiritual leader or Imam.

Between the middle of the 19th century and 1970, when Sultan Qaboos bin Said came to power, the country relapsed into isolated impoverishment. The Imamate was only ended with British military assistance in the 1950s. It is only over the last decade that Oman's modest oil income has been used for development and education.

During the first five years of the rule of Sultan Qaboos the rebels in the southern province of Dhofar backed by South Yemen were defeated with very substantial assistance from Britain and Oman. The legacy of this is a large army for the size of the country and an abiding suspicion that the South Yemenis will try again, possibly with Soviet assistance.

Nevertheless, the consequence of so many Omanis in the army and police — and also in the armed forces of the UAE which use Oman as a recruiting ground — has not been entirely negative. The families of the soldiers remain behind in their villages which benefit from remittances, and do not all congregate in the capital as civil servants or workers in the service industries as has happened in most other oil states in the region.

The advance in education and health over the past ten years has been spectacular though from a very low base. There is some advantage for Oman in not having too much oil and indulging in the construction of massive prestige projects. Nevertheless, the International Monetary Fund criticised the rapid expansion in spending this year as Oman benefited from the rise in oil prices sparked off at the end of 1978 by the revolution in Iran. The Five Year plan (1981-85) is now being revised and presumably some projects will be dropped or reduced.

As in most oil states there is a task of finding alternatives to oil. Investments are being made to upgrade agriculture, fisheries and develop some industries, but there are limits to what can be done here and it is difficult to see how local production can be made competitive with foreign imports. The most important point is probably to ensure that farmers and fishermen can make enough money to prevent them rushing into the service sector or the civil service.

Fortunately for Oman, re-evaluation of existing oilfields in the late 1970s and the discovery of new fields in Dhofar ensure that exports will continue at a high level for a long time. There is also a strenuous effort to get international oil companies to step up the search for more oil.

There is no evidence that the moment, for the regime is likely to face any serious internal dissidence. Its position as a small regional power is still unclear and will be determined by the degree to which Oman is prepared to ally itself with the West and thus risk alienating other Arab powers in the Gulf with which it is grouped in the Gulf Co-operation Council.

At home power remains heavily centralised on the person of the Sultan but over the past month there has been a limited move to greater popular participation through the establishment of a nominated advisory council of 45 members drawn from the Government and private sector. How far this will involve a change in the distribution of power it is still too early to say.

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Sultan Qaboos bin Said, the Ruler of Oman — his foreign policy is exactly what the U.S. would like to see adopted more widely in the Middle East

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Editorial production of this survey was by Mike Wiltshire. Photographs by Terry Kirk.



Muscat, the capital of Oman, with the Al Alam Palace, right, and Fort Mirani, left.

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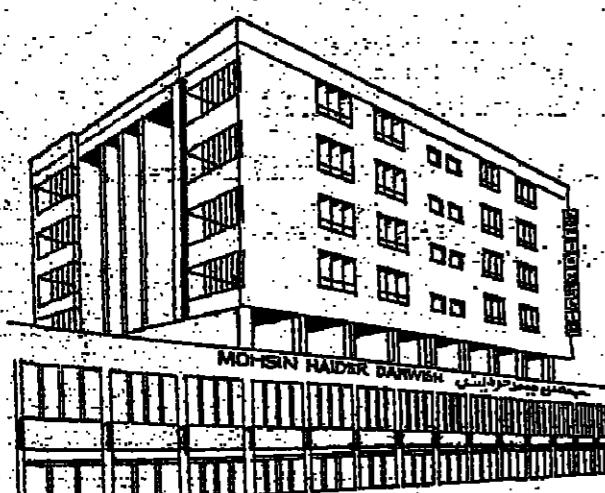
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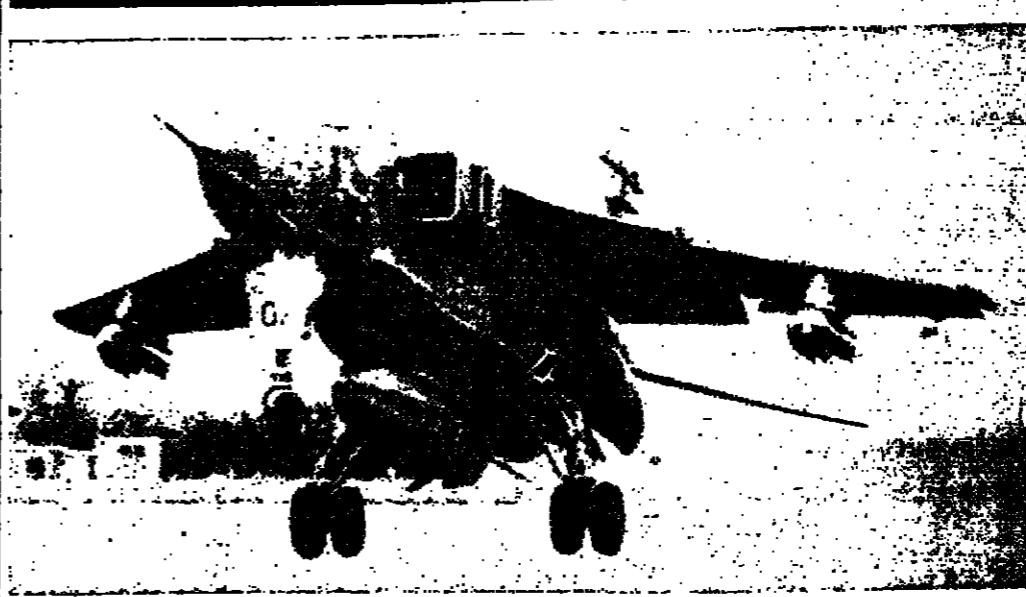
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OMAN II



Oman's air force has a squadron of Hawker Hunter and another Jaguar aircraft (left). A second Jaguar squad will be added. Tanks are also being built with 35 British Chieftain tanks on order at a cost £40m. Oman's forces taking part this month "Operation Brightstar" is a military exercise involving Egypt, Saudi Arabia and probably Somalia. The U.S. is to prove American ability to send immediate military aid to any of its allies in the region in the event of an external attack.

The Omani armed forces are probably the best-trained in the Arabia Peninsula

Closer co-operation with U.S. and Britain

THE REVOLUTION in Iran moved the balance of power in the Gulf away from the West and altered Oman's perception of threats to its security. With its control of the western side of the Strait of Hormuz at the entrance to the Gulf and 1,700 kilometres of coastline facing Iran or the Indian ocean, Oman has inevitably become a more valuable potential ally for the U.S.

In addition the Omani armed forces number some 21,500 men and are probably the best trained in the Arabian peninsula. They differ from the Saudi army in not being overburdened by large highly sophisticated weaponry and equipment. They also have 660 British officers and other ranks including Sir Tim Creasy, who formerly commanded the British Army in Northern Ireland, as chief of defence staff. The commanders of the army, navy and airforce are also British though generally speaking they are increasingly confined to the more technical jobs.

In future, however, the U.S. is likely to play an increasingly significant military role in Oman. The foreign policy of Sultan Qaboos bin Said, the ruler of Oman, is exactly that which Washington would like to see adopted more widely in the Middle East. Omani ministers speak of a developing Soviet threat, a pincer movement with one arm in Kabul and one in South Yemen, in a way which should be music in President Reagan's ears.

Within the Gulf Co-operation Council, which links all the Arab powers of the Gulf with the exception of Iraq, Oman has pressed for greater co-operation on security. In contrast to Kuwait, which emphasises the necessity of keeping the Gulf neutral, Oman is prepared to ally itself closely with the West.

Alone of the Arab states east of Egypt, Oman kept its ambassador in Cairo after President Sadat signed the peace treaty with Egypt. An Omani regimental commander was shot dead in the reviewing stand at the same time as the Egyptian President was assassinated last month.

Unlike the rest of the Gulf the Palestinian issue is played down by Sultan Qaboos and the Soviet threat emphasised.

Attract such as a map in an American weekly magazine last month which showed U.S. forces making amphibious landings in Dhofar.

Other participants in the conflict, Egypt, Sudan and Somalia, all face internal troubles. The situation in Oman is different. There has been no sign of any threat to domestic security since the rebellion in Dhofar was crushed in 1975 with the help of the British and the Iranians.

The scope of last year's agreement with the U.S. will be partly dependent on political developments in the region but \$200m has already been committed by the U.S. for military construction alone in fiscal 1981-83. But Mr Qais Zawawi says that over the next ten years he hopes that Washington will spend \$1 to \$1.5bn on military facilities alone in Oman. This is distinct from the money the U.S. will spend through the joint economic commission it set up with Muscat last year. This was part of the price for the military access agreement.

The U.S. will fund all studies carried out by the commission and the cost of projects which are given the go-ahead will be equally divided between the two states. The money involved will be \$200 to \$400m.

Yet for all the military expenditure in Oman the immediate external threat looks limited. Iran is caught up in its revolution and its war with Iraq. To the east South Yemen does not seem to have the capa-



BASIC STATISTICS

Area: 120,000 sq miles	Crude petroleum exports: \$3,603.3m
Population (1980): 890,000	
GDP (1980): \$5,729m*	Oil production (1980): 103.7m
GDP per capita (1980): \$6,437	Foreign exchange reserves (July '81): \$370.4m
TRADE (1980)	Balance of payments (1980): +\$1,152m*
Exports: \$3,748.1m*	
Imports: \$2,065.1m*	
Exports to UK: £23,728m	Currency: £1 = 0.645 Oman Rials
Imports from UK: £131,094m	£1 = 0.346 Oman Rials

* Estimates by Central Bank of Oman

city or the will to launch a conventional attack. Only 40 rebels still hold out in the mountains of Dhofar. Nevertheless Mr Abdulaziz al-Rumaihi, Oman's Information Minister, says that "we see South Yemen playing the same role in the Arabian peninsula as Haifa in south east Asia" in 1950s.

The only attack which would stand a chance of success from South Yemen in collaboration with the Soviet Union as a result of the tripartite alliance between Ethiopia and Libya agreed for this year. But the centre of the alliance is Libyan and the current state of the oil market and Libya's commitments makes it unlikely that substantial funds will be made available by Col Muammar Gadaffi.

High cost

Oman's military build-up costing a great deal of money. In 1978-80 military expenditure was 43.5 per cent of total government expenditure and is planned to fall only marginally to 40.3 per cent under 1981-85 five year plan. Although American subventions will be of importance Saudi Arabia will not pay for any of Oman's military hardware. In addition the cost of national security and defence rose 10.4 per cent compared to 1980 the year before.

The 85 British Chieftain tanks on order will cost £100m while the south west army has the south will reportedly £72m and the British £230m. This is a heavy expenditure for so small a country.

But the armed forces are not very heavily equipped although the tank forces being built up. The 18,000 in the land forces are an infantry with some light medium artillery. In addition to the Chieftain tanks the U.S. supplies some M-60 tanks.

Airforce is a compact force: one squadron of Hawker Hunter and another of Jaguar aircraft. A second Jaguar squadron will be added. F-111 heavy transport aircraft are on order and one arrived while another is on its way from Saudi Arabia.

The airforce contains a large number of British officers, some 200, and about 100 other ranks as well as 100 Omanis. The plan is to carry out training for Omanis methodically and not expand the airforce so fast to increase the need for expatriate officers and technicians. The navy is also being expanded with a small fleet opened up at Goat Island, the tip of the Musandam peninsula and another base to be built at Wadi Al-Bat. The main monitors traffic going through the Strait of Hormuz and getting three heavy missile boats, one of which will be delivered early next year.

Generally, Oman has effective armed forces - but some observers suggest they are large for any threat to internal security or from South Yemen.

At the same time there is little they could do if a Soviet attack did materialise. The most interesting theme over the next five years will be to see how the diplomatic and military relations between Muscat and Washington develop.

Patrick Cockburn

OMAN III

Oil-rich Oman has been criticised by the IMF for pushing expansion too fast. Patrick Cockburn reports.

Steep rise in spending leads to a boom in the economy

NEVER political regrets. Government of Oman may over the fall of the Shah, oil price explosion touched the Iranian revolution gives a strong boost to the oil economy. It ended the strict stringency of 1976-78. Government revenues fell due to a drop in oil production and a new revenue/profit deal agreed with Petroleum Development Oman.

Government reaction has a speedy increase in spending which has led to a boom in economy. The 1981 budget is RO 1.410m, an increase 2 per cent on the previous.

Capital expenditure is up by 63 per cent. This is criticised by the International Monetary Fund for its expansion too fast.

Government may now be setting some of the optimism at year when oil prices were rising. Since the first of this year the price of oil crude has dropped from \$34 a barrel to about \$30.

The point is important because some 18,000 Omanis are in the armed forces and military pay is an important way of channelling oil revenues back to the villages. This year the army received a pay rise which averaged out at about 27 per cent. This is to ensure it does

The last year has seen prolonged skirmishes with the oil companies in order to keep up prices

A hawk in the oil markets

THE END of the last decade the prospects for Oman's industry were transformed. Under the impact of the oil revolution, the price of oil rose from \$13.08 a barrel in 1973 and continued to rise to the same time as oil prices were soaring, a renaissance of existing oilfields and a string of new discoveries in the southern provinces of Oman led to a 61 per cent increase in the estimates of Oman's recoverable reserves. These are now put at 2.45bn barrels compared to 1.52bn reported at the beginning of 1973. Two-thirds of these are in the north, and fields which are not economic to develop in early 1970s are now being brought on stream. The picture is very different from the mid-1970s when it looked possible oil production would fall to a peak of 346,000 b/d in 1980-81.

resistance

stead the plan is to maintain production at 330,000 b/d for the five years 1981-85 with fields such as Maran in the south being opened up. Oil prices have, however, somewhat stalled this year, the price for a barrel of 36° Oman crude has dropped to \$30.50 in the first quarter.

Japan is not a member of the organisation of Petroleum Exporting Countries (OPEC) since prices started to rise after 1973. It has been something of a hawk in the oil markets. As with other oil producers the last year has seen ongoing skirmishes with the oil companies in order to keep oil prices high.

July of customers strongly urged the Government to set a price of \$36.50 a barrel for contract and buy-back services in the third quarter. Oil companies were looking something closer to \$34-35, particularly stiff resistance put up by Japan. Shell, main equity holder in Oman, some 110,000 b/d of its crude and 50,000 b/d of its buy-back was also eager to get the price reduced. At the end of July most companies settled with the Government, though not always with unanimity. When the price was further reduced to \$35.50, it was clear what price Shell paid for its equity crude. Negotiations for the fourth quarter liftings led to Oman opening its price once again, this time with most OPEC states.

last year Japan was much the largest market for Oman's oil, taking a share over 50 per cent with 11 per cent each going to Singapore and the Netherlands. Shell, however, takes 170,000 b/d of contract equity crude out of total production of 320,000 b/d. The biggest customer is Transoceanic Nippon, which has a 10 per cent share. The oil lifting 80,000 b/d follows by three Japanese companies: Mitsubishi, Nippon Oil and Nippon Oil which together take 52,000 b/d. Gulf Oil 10,000 b/d.

he shortfall in oil revenues in the last year from the oil in the world price of oil inevitably hit the Government's development plans. 1978-80 oil revenues were 10 per cent higher than expected. The current five-year plan

when the oil market was still strong under the influence of the Iran-Iraq war.

The five-year plan is now being revised and an amended version will be issued early next year, but the Omani ministers are adamant that they will not try to push oil production above 330,000 barrels a day to raise revenue. Instead some projects will be cut back. This has not yet affected business.

Between 1978 and 1980 imports rose from RO 327.2m and RO 588.2m and in the first quarter of this year totalled RO 189m.

Military expenditure is also rising steeply. Between 1979 and 1980 it soared up RO 269m to RO 407m. Given that military expenditure over the last five years has tended to exceed its budgetary targets while there has been underspending by the civil departments it will be difficult to cut back expenditure on arms, bases and salaries.

The point is important because some 18,000 Omanis are in the armed forces and military pay is an important way of channelling oil revenues back to the villages. This year the army received a pay rise which averaged out at about 27 per cent. This is to ensure it does

not fall too far behind non-military salaries. It is also necessary to compete with the United Arab Emirates 60 per cent of whose 42,500-strong armed forces are recruited from Oman.

Facilities

Some of the burden of increased military spending will be taken by the U.S. under the access agreement reached last year. America is already committed to over \$200m expenditure at Masirah Island and other military facilities over the next two years. The Omani Government hopes for a much larger sum over the next decade. In addition a joint U.S.-Omani Economic Commission has been set up which will fund projects. Studies will be paid for by the U.S. and project costs divided equally.

The IMF suggested that interest rates be raised to curb private sector borrowing from the banks. The banks complain of the shortage of Omani royal funds.

“Even small depositors turn themselves into foreign currency depositors,” said a banker in Muscat.

The rise in Oman's oil revenues have left it short of aid.

Saudi Arabia is paying for the copper mine and smelting operations at Samrah and for the \$235m Nizwa-Thumrait road linking Muscat overland to the south. But early next year, if all the expectations of the five-year plan are to be realised, Oman will probably start looking for neighbouring countries

for more aid from other oil producers.

Despite the rapid increase in Government expenditure the conditions of the 1974-76 boom are unlikely to be repeated. Government ministries are more experienced but the IMF warns of the impact of a rise in domestic liquidity of over 30 per cent. It is still too early to say how far actual Government spending will be affected by inability to press ahead with projects at the speed laid down in the plan.

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and the re-export trade is being awarded will lead to more soft loans. Clearly Oman will remain almost entirely dependent on its oil industry and

of these are from India and another 30,000 from Pakistan.

Because of the lack of an adequate census the size of the Omani work force is not known but it tends to be concentrated in Government employ as soldiers, policemen or civil servants, farmers and small business men.

Over the next five years, Oman will remain dependent on its oil income which is unlikely to rise in real terms. It is difficult to see how local agriculture and industry—even on a small scale—will be competitive with foreign imports, but local commerce and construction will be sustained by increased Government spending on civil and military projects.



Construction work on a refinery by Mitsubishi at the PDO oil terminal at Mina al Fahal

(1981-85) assumed that the price of oil would go on rising by 5 per cent a year. Instead it has fallen sharply since the plan was issued and it is now being revised.

Government officials make it clear that they will not try to make up for the drop in the price of crude to \$30 a barrel by increasing the volume of exports. They will stick to the production target of 330,000 b/d and cutback on expenditure.

Nevertheless Petroleum Development Oman (PDO), managed by Shell, is continuing with major investment programmes. The PDO is 60 per cent owned by the Omani Government, 34 per cent by Shell, 4 per cent by Compagnie Financière des Petroles and 2 per cent by Parter. Over the next five years the Government plans to spend RO 544m as here of the capital expenditure and the other shareholders RO 360m.

Projects being carried out by the Petroleum and Minerals Ministry include the 50,000 b/d oil refinery and local observers

are waiting with interest to see whether Ashland or Shell get the management contract when the refinery opens next year. By

products will be used to manufacture a small quantity of asphalt.

The Government is also encouraging companies other than the PDO to take up concessions and intensify exploration efforts. The Elf-Sumitomo-Wintershall group

has already started producing from a small field, Butabul, at the rate of 12,000 b/d at the end of last year. Other groups will

follow.

Agreement

This summer, for instance, a new concession was awarded to Elf Aquitaine as operator, Kuwait Petroleum Corporation (KPC), the International Energy Development Corporation and the Sumitomo Corporation of Japan. They will spend a minimum of \$30m over three years in exploration in a 27,000 sq km area in eastern Oman. It is particularly interesting that KPC is the largest shareholder in the group since it owns 21 per cent of IEDC, as well as a quarter of the new group. In the event of oil being found profits will be split 85 per cent for the Government and 15 per cent for the company. The Government proportion rising if production goes above 25,000 b/d.

Japex Oman Company also signed a concession agreement in July under which it will spend \$45m over four years and a signature bonus of \$7m.

Another Japanese consortium, Oman Oil Development Company, signed a production sharing agreement with the Government at the end of last month for an offshore concession near Masirah island off Oman's east coast.

Combined with earlier concessions international oil companies are gradually taking up the blocks on either surrounding the central corps of the PDO concession. Nevertheless, it is reasonable to assume that the Government will not be too eager to endow completely the predominance of PDO in which it has a 60 per cent share.

Under the present five-year plan, however, the independent oil companies are expected to spend

National Gas Company. Natural gas is also piped from Yibal to al-Ghubra power station and water desalination plant near to Muscat and there is a 120-mile spur pipeline along the coast to the copper industry planned for Sohar. For the moment there are no plans for gas exports.

P.C.



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OMAN IV

Alison Brown examines Oman's plans to broaden its industrial base

Strong efforts to diversify the economy

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RUSAIR is the first industrial estate in Oman, still only a levelled area with neatly culverted flood channels, tucked in the dusty red hills behind Seeb airport. Two firms occupied the area before the estate began, the neon-lit National Gas Company gas bottling plant, and Amianti, an asbestos pipe factory.

RUSAIR is one of several steps the government has taken to set up industries: a copper mine and smelter should begin operation next year, Muscat's oil refinery will also open in 1982, and two cement plants are to be commissioned for 1983. Oman has more industrial potential than some of her nearest neighbours. Copper and other minerals exist in commercial quantities, but lack of skilled manpower and an infrastructure only partly developed will make the pace of change slow.

The Sohar copper project will export partially refined copper by mid-1982. The mine is run by Oman Mining and Company, government owned but run on semi-independent lines. Two private concerns, Marshall Oman Exploration and Prospection Oman, were bought out early last year.

The mine and smelter will cost \$150m of which \$100m is a grant received from undisclosed sources in Saudi Arabia but administered by the Saudi Fund for Development. The mine is on the northern coast, about 270 km from Muscat, and 70 km from the Emirates, near the site of ancient Islamic mines which probably themselves obliterated prehistoric workings.

A new town is being built in the dusty desert, designed by Canadian firm Consult to house about 1,000 people, and the first residents are already moving in. The crushing plant and concentrator should be operating by the end of April, and a pelletising plant by the end of May. From then it will be only a few months to full production.

Possibilities

The smelters will process 1.4m tonnes of ore annually, producing 20,000 tonnes of partly refined copper. Originally this was designed for export, but in February 1981 construction of a \$15m electrolytic refinery was approved to purify the copper to international standards. This became feasible because of a recent rise in world prices of copper and silver — a by-product of the process. The refinery would make manufacture of copper products, tube and wire for the home market, a real possibility. Supplies of copper are conservatively expected to last 12 to 15 years. The cost of building at Sohar has been high,

including the infrastructure — roads, power station and desalination plant — that in many countries would already have been established. But the Saudi grant has gone far towards making the enterprise profitable. The company's Canadian manager, Mr Jack Walli, hopes investment in the electrolytic refinery will be repaid in three or four years. He aims to reduce dependence on expatriate staff and train expert Omanis as soon as possible. Oman Mining and Company is also exploring chromite concessions, and some ore should be exported next year.

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Another obvious step is for the country to produce its own petrol, instead of exporting crude oil and importing gasoline. The oil refinery, begun last year, is rapidly taking shape in a sheltered bay of the capital occupied exclusively by Petroleum Development Oman, the state owned oil company and country's main oil producer. Here a pipeline disgorges crude from all parts of the country to be exported from the port of Mina al Fahal. Construction of the refinery was awarded to Mitsui of Japan, and production, due to start in mid-1982, will be 2.45bn barrels, compared with the estimate of 1.52bn barrels at the beginning of 1979. Above: the PDO oil terminal at Mina al Fahal

With its big increase in oil revenues, Oman is making significant efforts to further diversify the economy. The country's oil reserves are now put at 2.45bn barrels, compared with the estimate of 1.52bn barrels at the beginning of 1979. Above: the PDO oil terminal at Mina al Fahal

just some of those already established.

RUSAIR industrial area will become an important focus. Plots of varying sizes covering 172 hectares are planned, and over 100 plots will be given out in the first phase, each offering water, electricity and worker accommodation. Advanced factories are being built by architects Turner Wright and Partners, and 28 buildings accommodating 8,000 staff will be on the ground next year. The area has not yet been advertised, but a handful of firms have shown interest.

RUSAIR will not have special status, since, as Commerce and Industry Minister Mr Mohammed Zubair says, the whole of Oman is a free zone. Though each applicant will be specifically vetted, only concerns producing excessive effluent or with very high water use would be excluded. The government is actively looking for new industries to establish at RUSAIR.

Foreign investment for certain schemes is also being sought. These include production of vegetable oil and soap, ceramic products, nails and screws, paints and varnishes, pesticides, fish processing, modern fishing gear, motorised boat building, marine chemicals, paper products, plastic products, dry batteries for cars, and tyre remoulding.

Enterprise

Travelling round Oman's rugged countryside, the overwhelming impression is of self-help and individual enterprise. At each major junction of a town or village is an irregular row of shops, offering tyre repairs, lurid mattresses, or pepsi and sandwiches. A six-foot shark is slung over a donkey to bring to the sun, and dates and mangos are cut for sale. Cement mixers churn in the remotest places making cement for the handmade grey blocks that have replaced mud bricks. Building styles however remain unchanged.

But despite all the enterprise, the skills needed for a modern economy are mainly lacking. Education has been generally available for at most 11 years, but it takes longer to train generations of skilled technicians. Technical colleges are being opened wherever possible, but the university planned for 1986 will not produce graduates until 1989. Development of new industry will inevitably be slow, and for some time will remain orientated towards the home market. The government has made very real efforts to diversify the economy in recent years, but it is perhaps in agriculture that the country's future potential lies.

Cheap loans

Omanis are being actively encouraged to set up small manufacturing schemes. Cheap loans are available from Oman Development Bank, and the current five year plan allocates RO 135m for grants and loans to industry, mining, agriculture and fishing, most of which is for industry.

But with the exception of copper, most of the manufacturing being considered is for the home market, which is limited to the needs of under a million people. While Oman is developing

these are the main projects being developed, and though there has been talk of an iron and steel plant, no firm plans have yet been made. In addition there are other smaller government promoted schemes. A salt refinery at Quriyat, a brick factory at Wadi Adai in the capital, the gas bottling plant and asbestos pipe factory in RUSAIR, Oman Flour Mills in Muttrah, with a new RO 1.5m animal feed mill producing 60,000 tonnes a year, shortly to be completed, and a terracotta tile factory are

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OMAN V



Dusty street in the old souk in Mutrah

The shortage of trained Omani staff is a serious problem in the country's medical and educational services, as Alison Brown reports

big increase in educational and medical services

INING in the dusty streets of Mutrah, goats run a passer-by, and a man sets up temporary in a corner, crouching in a shop, pencil sharpeners, pens, and straw bazaar snacks, set up for the early days. RO 40m is to be spent in the five-year plan, nearly two-thirds of the education ministry's capital budget.

They smile shyly at a pause to spend a few sweet and happy hours.

Girls have opportunities others never had, since particular emphasis on education in Oman. Ten years ago there were no places for girls, young now hold posts in police, law, banks and schools. Education has come from nothing in a and a university is for 1986. In 1970, three primary schools taught the population was 850,000. By the end of 1980, there were 363 schools, pupils, and 4,325 teachers. Education system will provide six years schooling, three primary and three secondary out the country. The national education programme has two main aims: to provide everyone with some opportunity to learn, and to train skilled manpower the country badly needs. There are 164 adult education centres and this should be nearly doubled by 1986. The UN Development Programme has been advising on literacy campaigns, teacher training, and other curriculum development.

A problem of the early days was that text books and teachers were all imported. Education minister Mr Yahya Maafouz al Mumidri is pleased that many text books are now specially written for Oman. Three new teacher training colleges are scheduled, and Egyptian and other foreign teachers are gradually being replaced by Omanis.

A fairly small proportion of children continue through to secondary school, but many instead go to technical college or a vocational training centre. Youngsters who join the police and army also receive further training.

Vocational training courses are run by the Ministry of Social Affairs and Labour as part of the country's manpower planning. The centres teach basic mechanical and business skills such as lathe work, carpentry, car repairs, typing and book-keeping. Each takes about 120 full-time pupils and many more part-timers.

Among schoolchildren there is intense competition. The government organises educational trips abroad during the summer for top pupils, and many Omanis receive further education overseas. Places are organised through the British Council, Oman-U.S. Joint Commission for Technical Cooperation and other agencies, and bright pupils compete hard for scholarships.

The university was announced by Sultan Qaboos last year in addition to the proposed inter-Gulf university, and will probably be funded from reserve funds since it is not included in the five year capital spending. Originally it was to have been built in Nizwa, but shortage of water led to the choice of a new site at Rusail in the capital. A construction and design team were appointed in October, a UK group of firms including Cemmentation International, YRM International, and D G Jones.

Village work

The social affairs ministry also runs a community development programme with strong educational emphasis. Social workers live in remote villages encouraging villagers to work together on projects such as mending the falaj irrigation channels, building a new school or clearing the villages. Literacy classes and health education are an important part of the scheme. Villagers in one of the pilot villages where literacy teaching and other work began five years ago were recently visited by a top official. When asked what else they would like to see in their community, they said typing classes. Other welfare services include care of the blind. During recent floods tents and blankets were immediately available for the homeless and car handwheels were made for others whose houses were damaged.

Oman has concentrated on improving basic health care before investing in sophisticated equipment found elsewhere in the Gulf, and the system is Government run, unlike the semi-private system operated in the UAE. The worst diseases include malaria and trachoma in the north and tuberculosis in Dhofar. It is still a common sight to see an

elderly man, eyes infected with trachoma, being led across the road by a young boy. Malaria is worst in the winter, or after a sudden summer flood, when mosquitoes breed. Tuberculosis is caused by the damp southern climate when for three months monsoon mists hang over the land.

Vaccination and health education are gradually reducing these diseases and malnutrition is no longer a serious problem. Travelling medical teams visit outlying areas, and in one of the community development villages, incidence of trachoma — fairly easily cured in its early stages — was reduced from 90 per cent to 25 per cent in four years.

Improvement

Hospital care is rapidly improving. In 1970 there were 12 hospital beds, now increased to 1,784. There are three main hospitals in the country. Khouda hospital in the capital has a good general surgical unit, and a new wing was opened on National Day last year providing private beds, intensive care, burns and physiotherapy units. This year a 60-bed psychiatric wing is planned.

At Nahda hospital in Muscat which specialises in ear, nose and throat treatment, and in Salalah facilities in the 300-bed Qaboos hospital rival those in the capital. There are 11 other smaller hospitals as well as an increasing number of health centres, maternity clinics and dispensaries on which RO 28m is being spent in the current five year plan.

The rural health service in Dhofar is particularly interesting. In the wild hills encircling Salalah, tribesmen follow a semi-nomadic life following grazing for their livestock in winter and settling during the wet summer when grass is abundant. The jebel is slowly being opened by new roads — wells and Government centres are being built — but many areas can still only be reached on foot or by plane. Beyond the hills lies the Nejd desert inhabited by the bedouin Harasis tribe.

To reach such communities the rural health service formed the only flying doctor team in the Gulf. Twenty-five clinics were set up, permanently manned by a barefoot medic, and visited once a week by one of five medical teams. Each team has a doctor, nurse and interpreter for the four non-Arabic languages spoken. Each day two Air Force planes fly out, and the remaining visits are made by four-wheeled drive vehicles.

Many of the illnesses are minor, and medicine is dispensed with a short talk on health care. Though old herbal cures are still used, the teams are rapidly succeeding in stamping out cauterisation — a gruesome traditional remedy.

The critical problem in medicine as in education is shortage of trained Omani staff, particularly nurses and technicians. Al Rahma school of nursing in Muscat was opened in 1970 and runs three-year courses. It will be extended this year for 200 more students, and will also teach paramedical trainees. A malaria training centre giving six-month courses to villagers will also open shortly.



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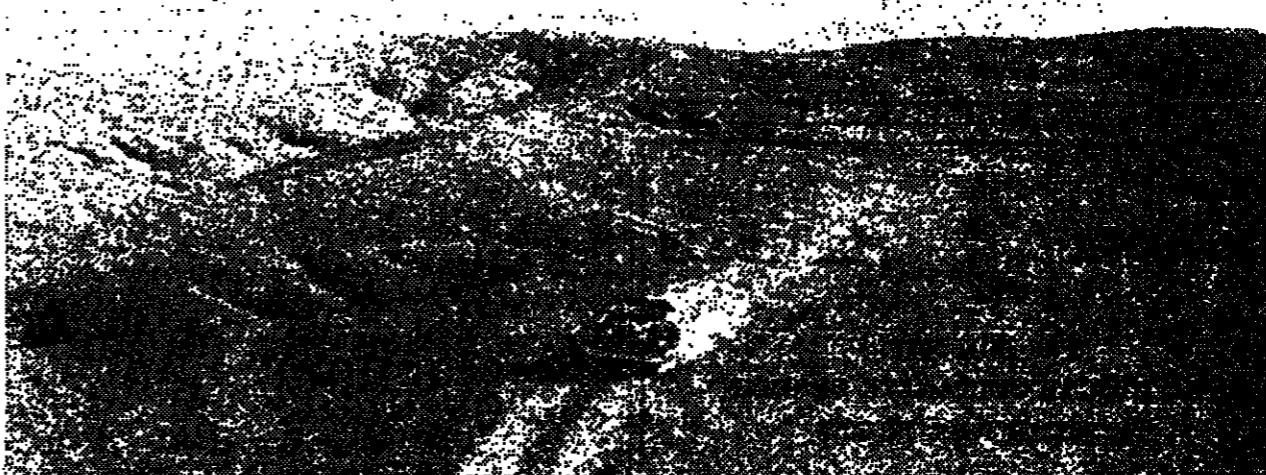
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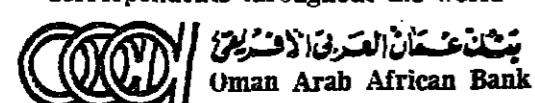
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Tough problems in agricultural sector

THE RAPID development of the oil economy in Oman has made it difficult for agriculture and the rural economy to make the major adjustments needed at the present agricultural area is problematic. Consultants have concluded that only in the Sharqiya is there a proven excess of water over current requirements, and this only sufficient for 3,400 hectares.

The recent series of drought years in Oman, broken so dramatically in April and May of 1981, has served to show the fragility of Oman's water balance. Some major wells in the interior were yielding considerably less than anticipated, thereby limiting the area of land cultivatable.

But expansion of the crop area may not be necessary, in any case. It has been calculated that Oman's future internal needs, based on a population up to 750,000 could be met by 5,000 hectares and 7,000-8,000 hectares respectively, of high and medium-value crops, a total of only about half of Oman's present cropped area.

The doubts about water availability, and the feasibility of meeting Oman's agricultural requirements from the presently cropped area suggest that the main development effort should concentrate on increasing productivity. This should be feasible. High yields of a range of crops have been obtained in Oman under trial conditions, us-

ing only quite modest techniques.

Grain crops, however, are a major problem. Rice, the staple, cannot be grown. Wheat can no longer be grown economically on Oman's small farms in competition with cheap Australian imports.

Wheat might be a suitable crop for Oman's reportedly large reserves of fossil water in the south-west. It might provide long-term "food security" and it would not compete with the output of Oman's long-established farming communities.

Garden areas

Other agricultural products, if they can be grown in Oman at all, can all be provided from the present garden areas. Intensive stock-farming (up to 100 head of sheep and goats per hectare) has been proved feasible on the Batina coast; livestock and livestock products are in very short supply in Oman and form an important part of the food import bill.

A few successful small farms, often with Egyptian management and labour, are showing that cash yields can be high for fruit and vegetable crops.

There are constraints, however, on the intensification of farming. These are the outmoded farm systems which dominate land use. Date palms occupy 70-80 per cent or more of the cropped land and yet make very little money per hectare, particularly on the

Batina coast where the palms are of poor quality.

Lime trees, previously a successful cash crop, are now dead by disease and pest problems and limes have a market value which fell during the late 1970s. Wheat, no longer a viable crop in the interior, has not been replaced by one which will yield a good return. Livestock and fruit production need a thorough re-organisation.

A second constraint, in part a result of the first, is migration of rural manpower. People have drifted away, partly because of the regular salaries in the service sectors of the economy (created by oil wealth) and partly because the farmers have no understanding of the new farm systems needed to replace the outmoded ones.

Of special concern are the falaj-irrigated villages of the interior. The falaj is an underground tunnel bringing water to oases. Their economic productivity does not repay their current cost of upkeep, and the decline in the wheat area, leaving many fields unused, makes matters worse. A problem peculiar to the falaj gardens is that they are watered on a 6 or 8-day rotation which is too infrequent to support most high-value crops. But this restriction must be overcome if the villagers are to have an incentive to keep their falaj in operation and if the present government maintenance aids is to have a long-term benefit.

Despite the problems, there are nevertheless reasons for optimism in rural Oman. Firstly, there has been no marked tendency for families to migrate to the towns; the migrant workers still regard the villages as their homes and they remit money accordingly. The rural population, with this financial boost, has shown itself to be extremely active. Money has been invested into all aspects of village life including agriculture.

Secondly, despite the apparent severity of environmental conditions for agriculture in Oman, the land is potentially very productive, with a 12-month growing season for some crops.

But how can Government best exploit these strengths in helping to resolve the underlying problems, in a country where encouragement of private enterprise is central to the philosophy and where almost all the land is owned by a very large number of widely scattered small farmers?

Priorities
Firstly, the Government must introduce and develop remunerative new agricultural systems at the appropriate small-farm level. Capital, to boost the adoption of these innovations, will be made available through the new agriculture and fisheries credit bank.

Secondly, the Government must keep farm prices high enough to stimulate production. To this end, the Government will need to keep under constant review the price and quantity of food imports and the areas of possible conflict between the state and private sector, and between the highly capitalised large farms and the small-farm sectors.

During the first decade of the new regime, under Sultan Qaboos, many agricultural projects were started, from the development of the research stations to the opening of extension centres.

The lessons learned from this experience have all contributed to the long and considered review of priorities incorporated into the 1981-85 agriculture plan, in which a series of interdependent projects, aimed at the fundamental problems, have been given weighted priority and scheduling.

A greatly strengthened planning unit, within the Ministry of Agriculture and Fisheries, has been very active since the plan's inception, in a commendable show of determination to keep the plan on course.

Farming and fishing have to be seen in the context of the wider rural economy; they are only the two major sides of a multifaceted system. They have received official Omani and international support but many other aspects of the rural economy have been neglected, because they are large in number, each individually small.

However, it should be noted that the Ministry of Agricul-

OMAN VI

Encouraging potential for the development of fishing resources

THE DEVELOPMENT of fisheries in Oman should prove easier than agriculture. Fishermen are not affected by the ever present problems of climate, lack of water and soil salination faced by Omani farmers...

create high technology fisheries or some combination of the two.

The immediate need, for both consumers and producers, is to increase the fish catch to attract Omanis back into the industry and to lower the price at which fish can be sold profitably on the local market. Exports are quite possible because the growing population of the Gulf does not have access to a good fishery.

The five year plan estimates that there are 7 to 8,000 active fishermen, though it is not clear how many of these are part-time. Their annual catch of 60,000

tons consists largely of the existing fishing sector to provide finance. The fishermen have adopted a wide range of innovations in the past two decades. Now a relatively sophisticated catching and marketing network operates out of Sur—some trucks taking fish as far as Jordan and private money has opened ice factories at Sur and Sohar among other places. With this proof that fishermen are keen to modernise their approach the government can have confidence in the long-term value of giving them support.

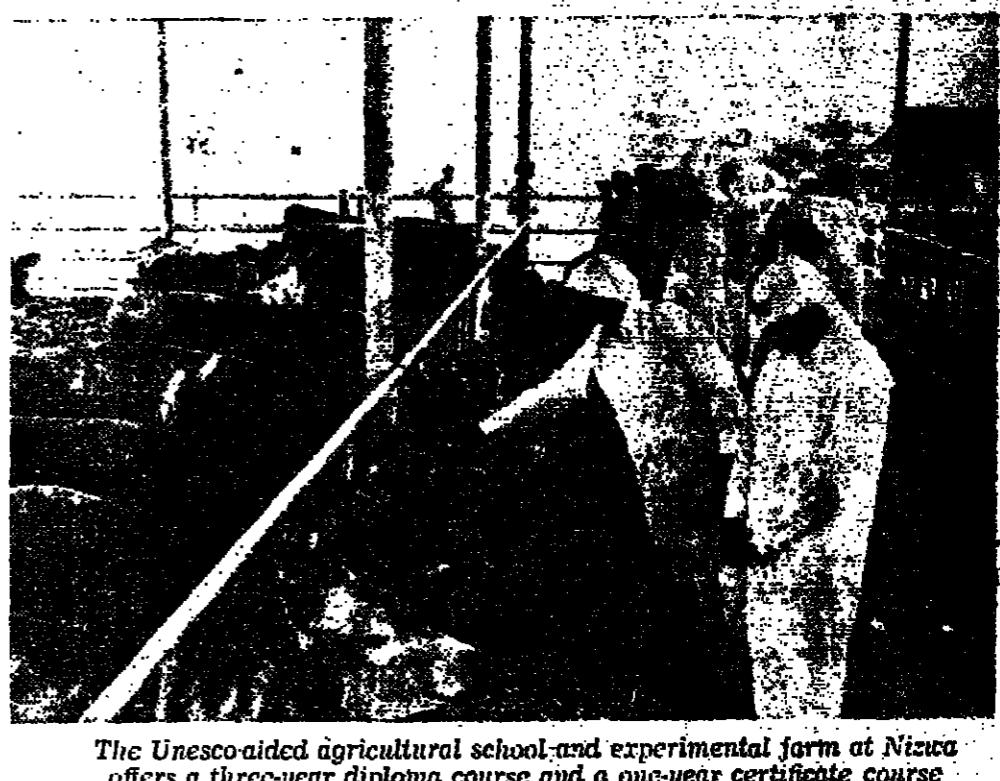
This all suggests that the development priority should be at the intermediate scale. Previous large-scale efforts—industrial contracts with

Japan and Korea and government-owned trawlers—did not take a high proportion of the catch or stimulate indigenous sector. However the latter has benefited some extent from government provision of subsidised engines and aluminium boats but the artisanal fishermen, by earning money in the Gulf, have shown the ability to buy equipment at a scale of operation. Now the government ice plants are able to add value to them and to be hoped that the local manufacturers and neighbours.

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Roderic Dutta



The Unesco-aided agricultural school and experimental farm at Nizwa offers a three-year diploma course and a one-year certificate course

ture broadened its agricultural interests to include the craft industries of beekeeping, and spinning and weaving, thereby strengthening the link between the primary crop and stock growers, and the dependent activities of honey and textile production.

The Ministry of National Heritage has also been active in the support of weaving (mainly cotton weaving), but it is the Ministry of Social Affairs and Labour which has adopted the most comprehensive approach to the development of the interdependent social and economic networks which make a rural community. Through its rural community development programmes, such as the one based in Rostaq, it has initiated a two-way exchange of information and ideas with the people of the region, particularly the women.

The aim is to improve social services and to promote potentially moneymaking craft industries to fit new markets. With the latter aim in mind, the Rostaq centre has extended its field of interests to the Batina coast, to incorporate a programme of spinning and weaving revival.

However, other traditional

skills of the artisan are endangered. What is the future for leather work, milk processing, boat-building, rope-making and pottery?

Some of these age-long skills could be revitalised to find a place in the modern economy and thus help preserve, in a modern fashion, the richness and depth of rural life.

Such skills, using local raw materials, can continue to provide some products to farmers and fishermen—or process the harvests that their work yields. Among the local raw materials available are also sun and wind energy which could play a significant role in remote areas as the oil reserves decline.

As for rural industry not traditional to the area private enterprise has been active during the past decade. This is to be seen in the rapidly increasing number of garages, wood and metal workshops and small-scale cement building-block factories.

The capital and some of the skilled labour are provided by Omanis but much of the labour is imported from the Indian sub-continent. To correct this shortage of skilled labour the Ministry of Social Affairs has opened a number of trade schools and more are planned.

Meanwhile, governments are spreading through the rural areas. Electricity is to be produced from gas-powered national grid.

Some of these age-long skills could be revitalised to find a place in the modern economy and thus help preserve, in a modern fashion, the richness and depth of rural life.

Rural Oman has in many ways been battered by the effects of oil wealth but opportunities for change as development created by this wealth are being exploited.

Roderic Dutta

The writer is research in the Department of Geography, Durham University, and director of the Durham University Khorbura Development Project in Oman.

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CURRENCIES, MONEY and GOLD APPPOINTMENTS

Dollar easier

last ground to other currencies in the foreign exchange market yesterday. It was fairly dull for the part in Europe, but the U.S. fell quite sharply in afternoon as New York rates took another turn with Chase Man. Bank leading the way to rates of 161 per cent. Dollar rates, which were down 1 per cent on the day, improved against the and major currencies in the morning, slightly against the very strong Swiss

European currencies. rose at the dollar. The Danish was the strongest member of the European Monetary System once again, while the UK weakened slightly at the end of the system. The Swiss Bank probably gave support to the D-mark fell to its lowest level for three years against the franc.

LLM — trade-weighted (Bank of England) fell to from 107.0. The U.S. fell to DM 2.2125 from 2.1910; against the D-mark, 27 from 22.25 against the FF 5.625 from 5.525; in terms of the franc and to SwFr 1.78 from 1.7710 against the

FFR — trade-weighted (Bank of England) rose from 89.2 after opening 3 and standing at 89.3 at the pound opened at 15.8835 and fell to a low of 15.8810 in the morning, touched a peak of 15.9040 in the afternoon, ended at 15.8845-15.8855, a 1.6 cent on the day, rose to DM 1.4300 from 1.4250, to FF 1.4300 from 1.4270, to SwFr 1.7850 from 1.7835 and to SwFr 3.3370 from 3.3370.

ITALIAN LIRA — Reasonably firm within the EMS following the latest reshuffle of the central members, including the Italy. Italy's poor economic performance and high inflation, compared with several other EMS currencies, is likely to lead to a further depreciation particularly against the D-mark. The lira improved against the dollar, sterling and the D-mark at the Swiss franc, but largely to the very firm Swiss franc. The U.S. currency fell to L1.1515 from L1.1525, the pound to L1.2295 from L1.2295; and the D-mark to L1.5245 from L1.5262. The Swiss franc touched a record L669 in the morning, and was fixed at L67.90, compared with L67.90.

CHF — trade-weighted (Bank of England) rose from 89.2 after opening 3 and standing at 89.3 at the pound opened at 15.8835 and fell to a low of 15.8810 in the morning, touched a peak of 15.9040 in the afternoon, ended at 15.8845-15.8855, a 1.6 cent on the day, rose to DM 1.4300 from 1.4250, to FF 1.4300 from 1.4270, to SwFr 1.7850 from 1.7835 and to SwFr 3.3370 from 3.3370.

Changes are for ECU, therefore positive change denotes a weak currency. Adjustment calculated by Financial Times.

Sterling/ECU rate for November 12 0.58127

IS. EUROPEAN CURRENCY UNIT RATES

	ECU	Currency	% change	% change	central	adjusted for	Difference	limit %
ECU	1.0000	against ECU						
rates November 12	0.58127							
n. Franc 0.40752	50.9748	+0.53	+0.28	+1.5368				
n. Krone 7.91117	7.95556	-0.28	-0.82	+1.0412				
n. D-Mark 2.0389	2.43719	+1.13	+0.89	+1.1077				
Franc 6.77443	6.4988	-0.41	-0.65	+1.3723				
Guilder 0.68462	0.68842	+0.00	+0.00	+0.00				
Lira 1300.07	1303.84	+0.24	+0.24	+1.6886				
Changes are for ECU, therefore positive change denotes a weak currency. Adjustment calculated by Financial Times.								
Sterling/ECU rate for November 12 0.58127								

CHANGES CROSS RATES

Nov. 12	Pound/sterling	U.S. Dollar	Deutschmark	Japanese Yen	French/Franco	Swiss Franc	Dutch Guilder	Italian Lira	Canadian Dollar	Belgian Franc
1 Sterling	1.0000	1.895	4.195	430.5	10.575	5.358	1.493	8344	2.256	70.35
other	0.5828	3.814	2.272	86.5	5.680	1.761	2.423	1184	1.190	37.12
1000 Yen	0.2285	0.4582	0.9744	1.000	2.531	0.7956	1.095	534.9	0.539	16.77
10 Francs	0.946	1.792	5.967	407.1	3.156	4.345	2122	2.182	2.182	68.52
100 Francs	0.3000	0.5688	1.257	1.000	3.168	1.1	1.376	672.4	0.976	21.06
1 Guilder	0.918	0.913	0.913	0.913	2.205	0.727	1	486.6	0.491	15.32
1 Lira	0.446	0.446	0.446	0.446	4.713	1.487	0.307	1860	1.005	31.19
1000 Lira	0.4463	0.840	1.860	1.860	4.899	1.490	2.036	994.9	1	100
1000 Francs	1.481	2.694	5.968	611.9	15.03	4.744	6.528	5190	3206	100

Changes are for ECU, therefore positive change denotes a weak currency. Adjustment calculated by Financial Times.

Sterling/ECU rate for November 12 0.58127

THE DOLLAR SPOT AND FORWARD

THE DOLLAR SPOT AND FORWARD

Nov. 12	Day's spread	Close	One month	Three months	6 months	12 months
UK	1.8800-1.8910	1.8945-1.8955	0.27-0.75c pm	1.38	0.60-0.50 pm	1.16
Ireland	1.6000-1.6070	1.6000-1.6030	0.50-0.40c pm	3.75	1.65-1.45 pm	3.75
Canada	1.7818-1.7818	1.7818-1.7818	0.41-0.46c pm	4.39	0.91-0.96c pm	3.15
Neth.	2.4105-2.4256	2.4105-2.4175	0.36-0.30c pm	1.61	1.14-1.07 pm	1.07
Belgium	2.0737-2.1018	2.0737-2.1018	0.37-0.32c pm	3.07	2.37-2.37 pm	3.07
W. Germany	2.0415-2.0515	2.0415-2.0515	0.37-0.32c pm	3.07	2.37-2.37 pm	3.07
W. Germany	2.0300-2.0420	2.0312-2.0330	0.38-0.40c pm	2.74	1.70-1.64 pm	3.07
Spain	95.10-95.30	95.25-95.30	1.25c pm	2.52	4.45-4.55 pm	2.10
Norway	1.1800-1.1820	1.1810-1.1820	0.50-0.20 pm	2.68	1.81-2.28 pm	9.31
Portugal	5.0345-5.0250	5.0345-5.0275	0.08c pm	4.81	2.85-2.95 pm	3.07
Switzerland	5.4520-5.4770	5.4520-5.4670	0.65-0.60c pm	4.21	2.20-2.20 pm	1.54
Japan	22.50-22.60	22.55-22.75	0.30-0.15pm	6.47	3.80-3.85 pm	5.56
Austria	15.45-15.52	15.45-15.48	0.30-0.30pm	3.49	1.05-1.05 pm	2.41
Switz.	1.7550-1.7780	1.7550-1.7605	0.75-0.85c pm	4.77	1.85-1.75 pm	4.09

+ UK and Ireland are quoted in U.S. currency. Forward premiums and discounts apply to the U.S. dollar and not to the individual currency.

THE POUND SPOT AND FORWARD

Nov. 12	Day's spread	Close	One month	Three months	6 months	12 months
U.S.	1.8800-1.9010	1.8945-1.8955	0.27-0.75c pm	1.38	0.60-0.50 pm	1.16
U.S.	1.6000-1.6070	1.6000-1.6030	0.50-0.40c pm	3.75	1.65-1.45 pm	3.75
U.S.	1.7818-1.7818	1.7818-1.7818	0.41-0.46c pm	4.39	0.91-0.96c pm	3.15
U.S.	2.4105-2.4256	2.4105-2.4175	0.36-0.30c pm	1.61	1.14-1.07 pm	1.07
U.S.	2.0737-2.1018	2.0737-2.1018	0.37-0.32c pm	3.07	2.37-2.37 pm	3.07
U.S.	2.0415-2.0515	2.0415-2.0515	0.37-0.32c pm	3.07	2.37-2.37 pm	3.07
U.S.	2.0300-2.0420	2.0312-2.0330	0.38-0.40c pm	2.74	1.70-1.64 pm	3.07
U.S.	95.10-95.30	95.25-95.30	1.25c pm	2.52	4.45-4.55 pm	2.10
U.S.	1.1800-1.1820	1.1810-1.1820	0.50-0.20 pm	2.68	1.81-2.28 pm	9.31
U.S.	5.0345-5.0250	5.0345-5.0275	0.08c pm	4.81	2.85-2.95 pm	5.56
U.S.	5.4520-5.4770	5.4520-5.4670	0.65-0.60c pm	4.21	2.20-2.20 pm	1.54
U.S.	22.50-22.60	22.55-22.75	0.30-0.15pm	6.47	3.80-3.85 pm	5.56
U.S.	15.45-15.52	15.45-15.48	0.30-0.30pm	3.49	1.05-1.05 pm	2.41

+ UK and Ireland are quoted in U.S. currency. Forward premiums and discounts apply to the U.S. dollar and not to the individual currency.

BURMAH GROUP makes changes

Mr K. F. D. Wilson will be appointed personnel director of BURMAH OIL TRADING on April 1 on the retirement of Mr R. A. Smith. Mr Wilson will be succeeded as managing director by Burmah Castrol UK by Mr P. Fairhurst, at present director, lubricants.

Other appointments, resulting from the formation of an investment division of the Burmah Group, will take effect on January 1. Mr A. Bentley, at present director, group administration and secretarial, and company secretary of the Burmah Oil Company, will be appointed chief executive of the investment division. Mr H. W. Joint, currently chief executive of Burmah Castrol UK, will be appointed chief executive of the new division.

Mr G. Maxwell will be appointed to the board of MATTHEW CLARK AND SONS (HOLDINGS).

Mr George Maxwell will be appointed to the board of MATTHEW CLARK AND SONS (HOLDINGS).

WORLD STOCK MARKETS

NEW YORK

	Stock	Nov. 11	Nov. 10	Stock	Nov. 11	Nov. 10	Stock	Nov. 11	Nov. 10	Stock	Nov. 11	Nov. 10		
Stocks	11	10	Stock	11	10	Stock	11	10	Stock	11	10	Stock	11	10
Columbia Gas	301 1/2	301 1/2	Gt. Atl. Pac. Taz.	4 1/2	4 1/2	Schlitz Brew.	17 1/2	17 1/2	Stockholders	17 1/2	17 1/2	Stockholders	17 1/2	17 1/2
ACF Industries	58 1/2	58 1/2	Conoco	4 1/2	4 1/2	SCW	24 1/2	24 1/2	Stockholders	24 1/2	24 1/2	Stockholders	24 1/2	24 1/2
AM Int'l.	27 1/2	27 1/2	Combined Int'l.	25 1/2	25 1/2	Mitch. Bradley	21 1/2	21 1/2	Stockholders	24 1/2	24 1/2	Stockholders	24 1/2	24 1/2
AMR	51 1/2	51 1/2	Combust. Eng.	36 1/2	36 1/2	Minnesota MM.	51 1/2	51 1/2	Stockholders	24 1/2	24 1/2	Stockholders	24 1/2	24 1/2
ARA	25 1/2	25 1/2	Co. Atl. Netw.	36 1/2	36 1/2	Missouri Pac.	82	82	Stockholders	24 1/2	24 1/2	Stockholders	24 1/2	24 1/2
ASA	45 1/2	45 1/2	Comsat	59	58 1/2	Mobile	20 1/2	20 1/2	Stockholders	24 1/2	24 1/2	Stockholders	24 1/2	24 1/2
AVX Corp.	24 1/2	24 1/2	Comm. Satellites	59	58 1/2	Modern Merch.	9 1/2	9 1/2	Stockholders	24 1/2	24 1/2	Stockholders	24 1/2	24 1/2
Audited Indus.	22 1/2	22 1/2	Grumman	28 1/2	28 1/2	Monaco	12 1/2	12 1/2	Stockholders	24 1/2	24 1/2	Stockholders	24 1/2	24 1/2
Audited Indus.	17 1/2	17 1/2	Gulf & Western	18 1/2	18 1/2	Monarch M.	18 1/2	18 1/2	Stockholders	24 1/2	24 1/2	Stockholders	24 1/2	24 1/2
Anne Clev.	12 1/2	12 1/2	Comp. Science	12 1/2	13 1/2	Monsanto	68	68	Stockholders	24 1/2	24 1/2	Stockholders	24 1/2	24 1/2
Adobe Oil & Gas	55 1/2	54	Conn. Gen. Inv.	56 1/2	56 1/2	Moorland	16 1/2	16 1/2	Stockholders	24 1/2	24 1/2	Stockholders	24 1/2	24 1/2
Advanced Micro	13 1/2	13 1/2	Conti. Corp.	27	26	Moorhouse	12 1/2	12 1/2	Stockholders	24 1/2	24 1/2	Stockholders	24 1/2	24 1/2
Atmos. Life & Gas	44 1/2	44 1/2	Conti. Corp.	27	26	Monroe M.	18 1/2	18 1/2	Stockholders	24 1/2	24 1/2	Stockholders	24 1/2	24 1/2
Atmos. Prod. & Chem.	57 1/2	57 1/2	Conti. Corp.	27	26	Moore	16 1/2	16 1/2	Stockholders	24 1/2	24 1/2	Stockholders	24 1/2	24 1/2
Air Prod. & Chem.	57 1/2	57 1/2	Conti. Corp.	27	26	Monroe M.	18 1/2	18 1/2	Stockholders	24 1/2	24 1/2	Stockholders	24 1/2	24 1/2
Alzona Int'l.	11 1/2	11 1/2	Conti. Corp.	27	26	Monroe M.	18 1/2	18 1/2	Stockholders	24 1/2	24 1/2	Stockholders	24 1/2	24 1/2
Alberto-Culver	12 1/2	12 1/2	Conti. Corp.	27	26	Monroe M.	18 1/2	18 1/2	Stockholders	24 1/2	24 1/2	Stockholders	24 1/2	24 1/2
Alco Standard	20 1/2	20 1/2	Conti. Corp.	27	26	Monroe M.	18 1/2	18 1/2	Stockholders	24 1/2	24 1/2	Stockholders	24 1/2	24 1/2
Alexander Al.	25 1/2	25 1/2	Conti. Corp.	27	26	Monroe M.	18 1/2	18 1/2	Stockholders	24 1/2	24 1/2	Stockholders	24 1/2	24 1/2
Allied Indus.	44 1/2	44 1/2	Conti. Corp.	27	26	Monroe M.	18 1/2	18 1/2	Stockholders	24 1/2	24 1/2	Stockholders	24 1/2	24 1/2
Allied Stores	25 1/2	25 1/2	Conti. Corp.	27	26	Monroe M.	18 1/2	18 1/2	Stockholders	24 1/2	24 1/2	Stockholders	24 1/2	24 1/2
Allis-Chalmers	15 1/2	14 1/2	Conti. Corp.	27	26	Monroe M.	18 1/2	18 1/2	Stockholders	24 1/2	24 1/2	Stockholders	24 1/2	24 1/2
Alpha Portl.	13 1/2	12 1/2	Conti. Corp.	27	26	Monroe M.	18 1/2	18 1/2	Stockholders	24 1/2	24 1/2	Stockholders	24 1/2	24 1/2
Alcoa	22 1/2	22 1/2	Conn. Gen. Inv.	56 1/2	56 1/2	Montgomery	50	50	Stockholders	24 1/2	24 1/2	Stockholders	24 1/2	24 1/2
Alm. Sugar	47 1/2	47 1/2	Conn. Gen. Inv.	56 1/2	56 1/2	Montgomery	50	50	Stockholders	24 1/2	24 1/2	Stockholders	24 1/2	24 1/2
Almax	43 1/2	41 1/2	Conn. Gen. Inv.	56 1/2	56 1/2	Montgomery	50	50	Stockholders	24 1/2	24 1/2	Stockholders	24 1/2	24 1/2
Almerida Hess	26 1/2	25 1/2	Conn. Gen. Inv.	56 1/2	56 1/2	Montgomery	50	50	Stockholders	24 1/2	24 1/2	Stockholders	24 1/2	24 1/2
Alm. Wards	22 1/2	22 1/2	Conn. Gen. Inv.	56 1/2	56 1/2	Montgomery	50	50	Stockholders	24 1/2	24 1/2	Stockholders	24 1/2	24 1/2
Alm. Broadcast	35 1/2	35 1/2	Conn. Gen. Inv.	56 1/2	56 1/2	Montgomery	50	50	Stockholders	24 1/2	24 1/2	Stockholders	24 1/2	24 1/2
Alm. Can.	36 1/2	35 1/2	Conn. Gen. Inv.	56 1/2	56 1/2	Montgomery	50	50	Stockholders	24 1/2	24 1/2	Stockholders	24 1/2	24 1/2
Alm. Elect.	16 1/2	16 1/2	Conn. Gen. Inv.	56 1/2	56 1/2	Montgomery	50	50	Stockholders	24 1/2	24 1/2	Stockholders	24 1/2	24 1/2
Alm. Express	47 1/2	46 1/2	Conn. Gen. Inv.	56 1/2	56 1/2	Montgomery	50	50	Stockholders	24 1/2	24 1/2	Stockholders	24 1/2	24 1/2
Alm. Gen. In.	43 1/2	43 1/2	Conn. Gen. Inv.	56 1/2	56 1/2	Montgomery	50	50	Stockholders	24 1/2	24 1/2	Stockholders	24 1/2	24 1/2
Alm. Home Prod.	35 1/2	34 1/2	Conn. Gen. Inv.	56 1/2	56 1/2	Montgomery	50	50	Stockholders	24 1/2	24 1/2	Stockholders	24 1/2	24 1/2
Alm. Hos. Supp.	37 1/2	37 1/2	Conn. Gen. Inv.	56 1/2	56 1/2	Montgomery	50	50	Stockholders	24 1/2	24 1/2	Stockholders	24 1/2	24 1/2
Alm. Medical Ind.	25 1/2	25 1/2	Conn. Gen. Inv.	56 1/2	56 1/2	Montgomery	50	50	Stockholders	24 1/2	24 1/2	Stockholders	24 1/2	24 1/2
Alm. Nat. Resess.	37 1/2	37 1/2	Conn. Gen. Inv.	56 1/2	56 1/2	Montgomery	50	50	Stockholders	24 1/2	24 1/2	Stockholders	24 1/2	24 1/2
Alm. Pettina	55 1/2	50	Conn. Gen. Inv.	56 1/2	56 1/2	Montgomery	50	50	Stockholders	24 1/2	24 1/2	Stockholders	24 1/2	24 1/2
Alm. Quarat. Pct.	25 1/2	25 1/2	Conn. Gen. Inv.	56 1/2	56 1/2	Montgomery	50	50	Stockholders	24 1/2	24 1/2	Stockholders	24 1/2	24 1/2
Am. Standard	27 1/2	27 1/2	Conn. Gen. Inv.	56 1/2	56 1/2	Montgomery	50	50	Stockholders	24 1/2	24 1/2	Stockholders	24 1/2	24 1/2
Am. Standard	27 1/2	27 1/2	Conn. Gen. Inv.	56 1/2	56 1/2	Montgomery	50	50	Stockholders	24 1/2	24 1/2	Stockholders	24 1/2	24 1/2
Am. Standard	27 1/2	27 1/2	Conn. Gen. Inv.	56 1/2	56 1/2	Montgomery	50	50	Stockholders	24 1/2	24 1/2	Stockholders	24 1/2	24 1/2
Am. Standard	27 1/2	27 1/2	Conn. Gen. Inv.	56 1/2	56 1/2	Montgomery	50	50	Stockholders	24 1/2	24 1/2	Stockholders	24 1/2	24 1/2
Am. Standard	27 1/2	27 1/2	Conn. Gen. Inv.	56 1/2	56 1/2	Montgomery	50	50	Stockholders	24 1/2	24 1/2	Stockholders	24 1/2	24 1/2
Am. Standard	27 1/2	27 1/2	Conn. Gen. Inv.	56 1/2	56 1/2	Montgomery	50	50	Stockholders	24 1/2	24 1/2	Stockholders	24 1/2	24 1/2
Am. Standard	27 1/2	27 1/2	Conn. Gen. Inv.	56 1/2	56 1/2	Montgomery	50	50	Stockholders	24 1/2	24 1/2	Stockholders	24 1/2	24 1/2
Am. Standard	27 1/2	27 1/2	Conn. Gen. Inv.	56 1/2	56 1/2	Montgomery	50	50	Stockholders	24 1/2	24 1/2	Stockholders	24 1/2	24 1/2
Am. Standard	27 1/2	27 1/2	Conn. Gen. Inv.	56 1/2	56 1/2	Montgomery	50	50	Stockholders	24 1/2	24 1/2	Stockholders	24 1/2	24 1/2
Am. Standard	27 1/2	27 1/2	Conn. Gen. Inv.	56 1/2	56									

LONDON STOCK EXCHANGE

Gilt-edged again responsive to interest rate optimism

Equity leaders fluctuate early but eventually follow

Account Dealing Dates

Option
First Declarer—Last Account Dealings—Dealers Day
Oct 26 Nov 9 Nov 8 Nov 16
Nov 9 Nov 19 Nov 20 Nov 30
Nov 23 Dec 3 Dec 4 Dec 13
(3) New time dealings may take place from 9 am on two business days earlier.

Optimism that international interest rates would continue to move lower, the chief reason for the recent strong advance in London stock markets, was heightened yesterday following afternoon announcements of U.S. Prime lending rate cuts to 16.5 per cent. The news revived a volatile equity market which had reacted markedly after early strength. New life was similarly injected into Gilt-edged securities, also beginning to sink from the best, albeit at a lesser rate.

Indications that the miners and tanker drivers' pay deals would be settled without recourse to industrial strife gave markets their initial sharp uplift. Leading shares were particularly responsive but little follow-through support developed and the noon announcement that the NUM national executive had rejected the NCB's latest offer brought values back sharply.

The Gilt-edged market, on the other hand, was little affected, being influenced more by sterling's further progress against the dollar. Short and longer-dated stocks attracted fresh investment funds which were more than sufficient to absorb periodic outbreaks of

profit-taking. The sector was benefiting too from analysts' favourable views on interest rate trends, although the market was starting to lose impetus ahead of the American Prime rate reductions. After the announcement, quotations resumed the earlier rise and closed only a shade below the day's best.

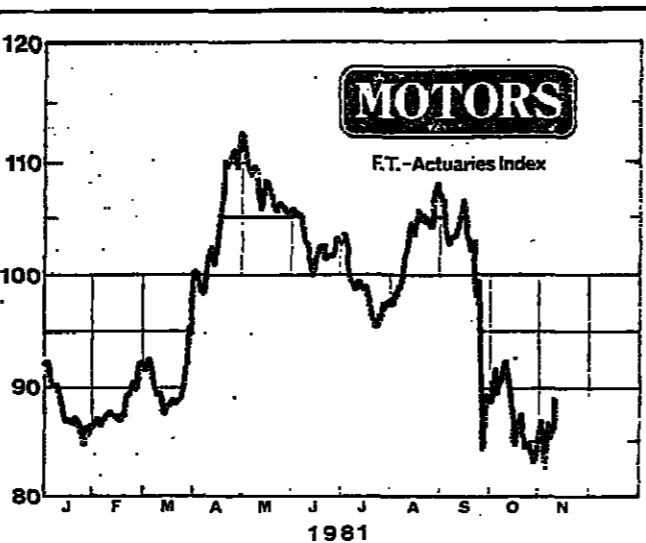
Longer-dated issues gained as much as 10 points and the shorts a maximum of 12.

The extremely sensitive nature of the market in leading shares was illustrated by the hourly fluctuations in the FT Industrial Ordinary share index. Reflecting the pre-market mood of optimism, the index was 11 points up at the first calculation, largely as a result of dealers' mark-ups. Two hours later, the gain had been reduced to 8 points and, after the miners' executive decision, to mere 2.2 at 1 pm. Thereafter, the tone strengthened and the index ended with a gain of 10 points to 518.2, a rise of nearly 50 points in the last nine sessions to its highest since September 17.

Activity in Traded Options improved slightly and 1,441 deals were completed. The majority of the business was transacted in calls, of which Racial and London recorded 1,586 and 178 respectively.

Merchant banks good

Yesterday saw the debut of Aegis Jewellery in the Unlisted Securities Market; the shares opened at 70p and closed at 75p compared with the placing price of 70p. Tuesday's USM new-



comer, Greenwich Cable Communications, lacked support and shed 3 to 47p as against the placing price of 50p.

Merchant issues figured prominently in a firm backlog sector. Hambros stood out with a jump of 17 to 170p, on revised bid hopes and buying ahead of the interim results due on November 24. Still rejecting good first-half figures, Hill Samuel firmsed 10 more to 160p, while improvements of 12 points were recorded in Kilmuir, Bensons, 225p, and Mercurey Securities, 225p. Schroders put on 20 to 235p in a thin market. The major clearing banks also took a firmer line with Barclays and Lloyds adding 8 apiece to 440p and 410p respectively.

Royals, the next major Composite Insurance group, to announce third-quarter figures on Monday, cheapened 3 to 375p. General Accident, at 382p, held the previous day's rise of 5 which followed satisfactory quarterly figures, while GPE put on 6 to 320p and London United Investments to 220p. Sun Alliance ended 5 off at 940p, after 930p.

Selected leading Building descriptions came in for support, Blue Circle rising 6 to 450p, Tarmac 8 to 358p and Barratt Developments 4 to 230p. Elsewhere, Bowthorpe added 4 more to 190p on speculative buying and Ferranti gained 10 to 555p.

After opening 6 higher at 290p, ICI reacted to 280p before picking up to close 4 dearer on balance at 285p. Other Chemicals to attract support included Allied Colloids, 3 firmer at 144p, and Rentekil, 4 up at the same price.

Motor and Aircraft component manufacturers ended with useful gains. Lucas, 265p, and Dunlop, 35p, rose 6 and 4 respectively, while Herman Smith firmsed 2 to 269, the last-mentioned following the annual results. In contrast, Kwik-Fit still unsettled by the disappointing interim figures, gave up 7 in a 1981 low of 45p. Flight Refuelling, interim results expected next Wednesday, touched 345p before settling for a net gain of 15 at 330p.

Another useful two-way business was transacted in Foods. Unilever improved significantly and Empire, 72p, and Freeports, 125p, both rose 8, while Grattan picked up 4 to 86p. Good

support was also forthcoming for Vantons, 10 to the good at 115p. Interim figures from Aquastream were well received and the A ended 11 up at 32p, but W. L. Pawson, interim results expected next Monday, eased the turn to 7p.

Among Shires, David Scott closed 3 lower at 14p following the first-half deficit and omitted interim dividend. Headlam Sims and Coggins added a couple of pence to 39p after a favourable Press mention.

Reports that the Government plans to speed up liberalisation of the telecommunications equipment market helped to induce renewed firmness in the popular Electrical leaders. Although closing levels were up to 5 below the day's best, Thorn EMI still recorded an improvement of 10 at 447p, as did GEC, 755p. Racial ended 8 dearer at 425p and Plessey 5 to the good at 325p. Standard Telephones and Cables were also favoured and advanced 120 to 455p. Elsewhere, Bowthorpe added 4 more to 190p on speculative buying and Ferranti gained 10 to 555p.

Leading Engineers moved irregularly before settling with modest gains on balance. GKN mirrored the trend, moving between extremes of 153p and 150p and closing 4 up on the day at 158p. Among secondary issues, fresh demand lifted G. M. Firth 7 to 160p, but Charles Clifford became a poor market in the late dealings at 37p, down 5p, on the proposed reorganisation by way of a scheme of arrangement and the rights issue. Howden, in contrast, improved 5 more to 143p, while similar gains were recorded in Baden, 235p, NL Holdings, 290p, and Marstonair, 230p. Fresh demand left United Engineering up 8 more at 175p. Newman Tanks continued firmly with a further improvement of 2 to 66p, while Pegler-Hattersley put on 10 to 172p in a limited market. Down to 165p at one stage, Staveley rallied after the interim figures and accompanying statement to close 3 firmer on the day at 205p.

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Friday November 13 1981

BL, Honda sign car deal

BY JOHN GRIFFITHS

BL AND HONDA have signed a letter of intent to jointly develop and manufacture a new executive car. The agreement breaks new ground in terms of collaboration between Japanese and European motor manufacturers.

If it is confirmed—a formal commitment to production will not be signed until the end of next year—BL would manufacture its own version of the car and another for Honda. The vehicles would be different in appearance but share the same basic components. Honda would make both models in Japan.

The cars would be sold through the companies' respective dealer networks in Europe and Japan but would compete in North America.

Details of the project, which involves the companies as equal partners, were given in Tokyo yesterday by Mr Ray Horrocks, chairman of BL Cars, and Mr Kiyoshi Kawashima, president of Honda.

Mr Kawashima said the agreement was "unique and of great significance" and provided a pointer to how future co-operation with Japan could

develop.

The car, dubbed project XX, is planned to go into production in 1985 and is intended to be sufficiently advanced in technology and fuel efficiency to last into the 1990s. As such, it is almost certain that the car would be completely new, including engine and gearbox.

While BL would yesterday give no cost estimates for the project, it is estimated that a total of about £300m at current prices would be needed.

Mr Kawashima said that the cost would be borne equally, but he ruled out any formal financial links between the companies.

However BL indicated that no additional Government funding would be sought. The project's initial costs were contained within the corporate plan already submitted to the UK Government under which BL should next year draw the remaining £500m of its £900m allocation for 1981 and 1982.

The plan already includes allocations to models code-named LM 14 and LM 15. They are members of the LC 10

family of medium cars on which rests BL's hopes of regaining profitability.

The first is due to appear in 1983 but LM 14 and LM 15 are the expected replacements for the Princess and Rover executive models are due to start production at the same time as the joint model.

Since Mr Horrocks said yesterday that the joint car would be based on the design philosophy of the LC 10 there must be a strong possibility that the projects will be merged.

Detailed studies on component sourcing, manufacturing and marketing will be carried out in the next few months.

Neither company is expected to undertake substantial investment in equipment or tooling until 1983, the year in which BL hopes to start breaking even. It expects another £500m loss this year.

Both sides stressed the preliminary nature of the agreement, which would be subject to detailed negotiations on major issues and possibly to certain formal approvals.

Background, Page 26

Demand is heavy for Exco shares

By Duncan Campbell-Smith

THE KEENLY-WAITED SALE of shares in Exco International was yesterday oversubscribed by a huge margin.

Anyone wanting an application for shares in Exco had precisely two hours and one minute in which to find Barclays Bank's New Issues Department in the City. When all the applications had been collected, however, no one could be precise about the time needed to count them—and it was evidently going to take some days and nights.

Several hundred callers made it to the bank between 8 am and 10.01 am, adding their cheque-is-drawn envelopes to a great pile of mail bags which had mounted up since Monday. Thirteen more bags arrived in Barclays' morning post.

The hopeful subscribers had exhausted a stock of 40,000 prospectuses in their pursuit of an offer for sale of 14.5m ordinary shares in the holding company for Astley and Pearce and the Godsell group, two of London's leading international money broking companies.

At 148p a share, the offer seemed to promise rapid profits for investors quick enough to buy at the launch and sell at the first trading opportunity.

Heavy demand for the shares was expected after the success of the recent £224m flotation for Cable and Wireless. But the extent of the over-subscription for this sale, yielding proceeds of about £20m, prompted eager speculation in the market about the likely price level in first trading.

This is scheduled for Wednesday morning. A few important details must be settled in the meantime—not least the allotment of the shares.

Barclays has drafted in 150 volunteers from its City and West End branches to count the applications. When this is done, perhaps by Sunday evening, N. M. Rothschild, the issue manager, must decide how best to allocate the joys and disappointments of the day.

The basis of this allocation was the market's first pre-occupation yesterday though Rothschild was giving nothing away.

As for next week's thematic, the jobbers themselves had no clue to offer and would not comment on brokers' expectations of a substantial premium over the 140p offer price.

Continued from Page 1

Thatcher disbands Civil Service Department and cuts staff

BY ROBIN PAULEY AND PHILIP BASSETT

MRS THATCHER confirmed yesterday that the Civil Service Department is to be disbanded immediately and that its roles are to be taken over by the Treasury and Cabinet Office.

The Prime Minister told the Commons that the Treasury will take control of civil service manpower, pay and the central computer and telecommunications agency.

A new Management and Personnel Office will be established to work alongside the Cabinet Office dealing with management, organisation and overall efficiency including recruitment, training and personnel policy.

Mr Thatcher said the new arrangements, involving the shifting of 4,650 of the department's civil servants out of the Old Admiralty Buildings and moving them down Whitehall, would mean staff savings. But these are likely to result from eliminating duplication and the sharing of common services rather than by a reduction in functions.

"There will be greater efficiency than we have had for years," Mrs Thatcher said.

Mrs Thatcher's decision reflects her belief that greater control of pay and manpower will be achieved by the move. It also means that she does not intend to repeat her performance when handling the recent Civil Service strike.

The move indicates the final failure of the Civil Service Department after 13 years of existence. It has failed to achieve a slimmer, more efficient Civil Service with a wide range of broadly experienced civil servants in key positions throughout Whitehall.

Sir Ian Bancroft, Head of the Home Civil Service, and Sir John Herbecc, second Permanent Secretary at the Department, will leave their jobs today in one of the speediest exits Whitehall has ever seen. Sir Ian was due to retire in December and Sir John next May.

Sir Robert Armstrong, Cabinet Secretary, and Sir Douglas Wass, Permanent Secretary to the Treasury, will become joint heads of the Home Civil Service.

Mr Jock Bruce-Gardyne, Minister of State at the Treasury, will become Economic Secretary to the Treasury, and Mr Barney Hayhoe, Minister responsible for the Civil Service, will become a Minister of State.

Sir Ian told leaders of the nine civil service unions yesterday that Mrs Thatcher felt that half way through the Government's life was the time to get a firm grip on both manpower and civil service pay.

The unions will meet on November 24 to start framing this year's pay claim. Mrs

Parliament, Page 10; Feature and Editorial Comment, Page 18

Parliament, Page 10

Parties look for majority, Page 2

Thatcher has moved in advance of that and could now make individual pay offers to different occupational groups to reflect more closely the forces of the labour market.

Mr Bill Kendall, secretary general of the Council of Civil Service Unions, said the change would result in a serious loss of central government effectiveness and was therefore "administrative nonsense."

He added that it would further damage "what was left" of the Civil Service industrial relations and morale would fall again.

Mr Gerry Gillman, general secretary of the Society of Civil and Public Servants, representing about 100,000 middle-rank Civil Servants, said Mrs Thatcher's move was vindictive and part of her personal vendetta against Civil Service unions.

The Government has reduced the size of the civil service by 52,500 since it took office. There are now 678,800 civil servants, the smallest number for 14 years. But the Government has a target of 630,000 by 1984.

This would be the smallest civil service since the war. The reductions have so far produced savings of £370m a year since 1973.

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Parliament, Page 10; Feature and Editorial Comment, Page 18

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A guide to the mood of the electorate will emerge in Tuesday's local government elections.

The opposition was unable to accept a key proposal in the Government's economic programme forcing pension funds and life assurance companies to invest a substantial share of their assets as equity capital in industry and in cheap loans to industry and agriculture.

Parties look for majority, Page 2

Danish election next month

BY HILARY BARNES IN COPENHAGEN

MR ANKER JOERGENSEN, the Danish Prime Minister, last night called a General Election for December 8 after Parliament had rejected his minority Social Democratic Government's economic programme.

The Government was defeated at the end of a day-long debate by 78 votes to 74 on an opposition resolution calling on it to withdraw a key part of its plan.

The last election was in October 1979. Mr Joergensen has headed every administration since 1975.

Voters face a choice between a continued Social Democratic

government or a Conservative-Liberal minority coalition headed either by Mr Henning Christoffersen, the Liberal leader, or Mr Poul Schlüter, the Conservative leader.

Recent opinion polls have indicated waning support for the Social Democrats and a marked increase in support for the Conservative Party. But it is unlikely that the election will produce changes in the 10-party Folketing (Parliament) so substantial that either of the potential governments will be able to rely on a stable majority for long. The new administra-

tion will probably have to depend on the support of the small centre parties.

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Parties look for majority, Page 2

Industrial output

Continued from Page 1

alter the picture substantially.

In spite of these gains output is still at an extremely low level in most sectors. The September all-industry index is 11 per cent below its 1979 average and has not recovered its 1976 position.

In the latest quarter output

was 4 per cent less than a year ago, and 5.5 per cent down if the effect of North Sea oil and gas production is ignored.

Manufacturing output, re-

covering slowly since the spring, was by September still 5 per cent less than its average last year.

The index for the implied level of output—after adjustment of stock-change figures—puts manufacturing output at almost the same level between the first and second quarters of the year, and the total for all industries at about half a percentage point down over the same period.

Argyll's forecast profits of £6.5m before tax this year but Mr Webster cited the "enormous amount of work on our behalf" that an investigation would have entailed.

Although the reference was announced before Argyll had time to count final acceptances it is understood the bid was poised to succeed. Many institutional acceptances would have come through at the last moment but Argyll seems to have been assured of at least 40 per cent of Linfood's shares.

Mr Webster said yesterday that he was surprised the Office of Fair Trading believed there could be grounds whereby this merger could operate against the public interest.

Argyll was able to buy the rest of its take in the market at prices just under its cash-offer terms of £170.5p per share. After dealing costs and expenses, Argyll has incurred what it calls a small loss at the end of the day.

Mr David Webster, an Argyll director, said yesterday that the bidder's decision to place its holding had been taken in the light of a nine-month period of uncertainty while the commission investigated the deal.

Argyll borrowed £14m to finance purchase of its stake, which, allowing for dividends that would have been paid by Linfood, would have cost £1.5m to finance on an annual basis.

These interest payments were "not insupportable" in view of

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Heseltine ready to respond over rates

By Peter Riddell, Political Editor

MR MICHAEL HESELTINE, the Environment Secretary, last night said that he was ready to consider alternatives to his current proposals for limiting local authority expenditure and rate increases.

The car would mark an important upgrading of Honda's range which has yet to tackle the executive market. Its largest car is of 1.8 litre engine capacity, while the new model is expected to be of 2 litres.

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